Business and Administrative Services, Finance and Marketing

CAREER FIELD TECHNICAL CONTENT STANDARDS

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Ohio | Department of Education

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Foreword

The Career Field Technical Content Standards serve as the curricular framework for Ohio's career-technical education pathway programs as outlined in Ohio Administrative Code 3301-61-03 (Criteria for Secondary Workforce Development Programs).

Career Field Technical Content Standards outline the knowledge and skills needed for success in careers across multiple pathways. Validated by Ohio business and industry representatives, these standards form the basis for developing educational programming in Ohio secondary schools. The standards also serve as the framework for developing strong career pathways that connect secondary education with postsecondary education systems and the workplace.

This version of Career Field Technical Content Standards is intended to support the ongoing evolution of career technical education pathway programs. The standards tend to be somewhat broader than previous versions and are not repeated for individual pathways or occupational areas. The broader and non-duplicated statements are intended to capture the knowledge and skills that can be applied across any number of occupations in a pathway rather than focusing on the requirement of a single occupation. After all, the intent of a pathway program is to prepare a student for a range of educational and career opportunities following high school.

Pathway programs prepare students to combine broad knowledge, insight and understanding of business processes, academic attainment and workplace readiness with depth of knowledge and expertise in a technical area. Knowing that many careers will require some level of postsecondary education, the content standards also delineate the knowledge and skills necessary to seamlessly transition to postsecondary educational programs.

This document seeks to provide the basis for educational programming that will provide the employee with fundamental skill-sets that employers demand. This ensures that Ohio's workforce of tomorrow is competitive in a global environment. An environment that requires knowledge and skills can be applied in a broader context, aimed at innovation to support new products and services in an ever-changing economy.

In addition to the extensive engagement of secondary and postsecondary educators and business/industry professionals, development of these standards represents a collaborative effort of the following professional partners: the Ohio Department of Education's Office of Career-Technical Education; the Ohio Board of Regents Secondary Career-Technical Alignment Initiative; and MBA Research and Curriculum Center.

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Acknowledgements

A number of individuals contributed their time and expertise to this development. Special thanks go to all the business representatives and educators named in this document.

Further acknowledgement is due to:

Those listed above provided vision and implementation support for the Business and Administrative Services, Finance and Marketing Career Fields Technical Content Standards and Ohio's Business, Finance and Marketing educational programs.

Philosophy and Principles for Implementation

Ohio Career Field Initiative

The overarching framework for Ohio career-technical education is outlined in the Ohio Revised Code and subsequent administrative rules, which specify career-technical programming based on 16 career fields. To view the full text of Administrative Rule 3301-61-03 (Criteria for Secondary Workforce Development Programs), go to: http://education.ohio.gov/Topics/Career-Tech/Career-Development-OCIS/CTE-Administrative-Rules-Update. These 16 fields provide the framework for an Ohio career field initiative that seeks to foster the educational shift necessary to respond to the needs of a rapidly changing global environment.

A career field is a "group of occupations and broad industries based on common characteristics" (see www.careertech.org). Career fields are the basis for developing both broad and specialized technical content standards that serve as a framework for curriculum, instruction, assessment and program design, addressing the needs of an entire industry and business sector. Ohio's 16 career fields align with national efforts to broaden career-technical education, integrate career-technical with academic study and reflect the workforce needs of today and tomorrow. For today's students to be adequately prepared for tomorrow's workforce, they must have an education that:

- **Incorporates a broad, long-term conception of work in combination with the depth of specialization skills;**
  Employees need a comprehensive understanding beyond a single occupational area. Career-technical programming needs to be provided in a larger context, so students can generalize learning, make connections between education and work and adapt to changes in their careers. Workplace knowledge and skills are needed to prepare employees for collaborating and problem solving while contributing to the broader business process.

- **Emphasizes the acquisition of strong academic knowledge and skills; and**
  Academic skills provide the foundation for career success. The integration of academic content standards with career field technical content standards helps to contextualize learning for students, making English language arts, mathematics, social studies and science relevant to students as a means to an important end—success at work and in life.

- **Facilitates high-school-to-postsecondary transitions.**
  A lifetime of change means a lifetime of learning, including postsecondary education. Students need knowledge and skills for success in a variety of postsecondary options, including apprenticeships, industry credentialing through adult education, two- and four-year college degree programs and graduate school.

Career Pathways

A key component of the Ohio Career Field Initiative is a career pathway, which is a coherent, articulated sequence of rigorous academic and career-technical coursework commencing in the ninth grade and leading to an associate degree, baccalaureate degree and beyond–an industry-recognized certificate and/or licensure. Pathways facilitate a seamless transition from high school to postsecondary education (including apprenticeships, adult education, two- and four-year colleges and graduate school) and from postsecondary education to the workplace. The career pathway is developed, implemented and maintained in partnership among secondary and postsecondary education, business and employers. Career pathways are available to all students, including adult learners and lead to rewarding careers.

To effectively facilitate the transition from secondary to postsecondary education and a career, high school career pathways should encompass:

1. Challenging technical coursework in a chosen career field based on career field technical content standards;
2. Rigorous academics that meet Ohio's academic content standards and grade-level expectations;
3. Electives that relate to career objectives;
4. Instructional enhancements such as experiential and authentic learning opportunities (e.g., work-based learning, mentorships, internships) and career-technical student organization participation;
5. Opportunities (when appropriate) for program and student certification and licensure;
6. Preparation for transition to further study that includes college readiness and opportunities to earn college credit while in high school;
7. Preparation for transition to employment with advancement opportunities;
8. Performance targets that include high school academic and technical testing/exit and postsecondary entry/placement requirements;
9. Various sector(s) within an industry or encompass a function that crosses industry sectors;
10. The scope of opportunities in the related industry and available college programs;
11. Opportunities to prepare for a range of careers, including
    a. multiple employment opportunities after high school and
    b. opportunities for students to enter and succeed in postsecondary and continuing education programs;
12. Transferable skills required for employment in the range of occupations aligned to the pathway; and
13. Opportunities to learn skills across the pathway as well as in specialized areas.

For additional information on the Career Field Initiative, including Ohio Career Field Technical Content Standards and Career Pathways, go to http://education.ohio.gov/Topics/Career-Tech/Career-Fields.

Structure and Format

The Career Field Technical Content Standards document is composed of a series of strands comprised of outcomes that each contains a set of competencies.

- A strand is a large content area under which multiple outcomes are organized, regardless of the pathway. It includes a title and a concise description with statements that capture multiple, broad areas of learner knowledge and skills expected across all outcomes in the strand. There are approximately six strands of content per career field. Strand 1, Business Operations/21st Century Skills (employability skills, leadership and communications, business ethics and law, knowledge management and information technology, global environment, business literacy, entrepreneurship/entrepreneurs, operations management, financial management, sales and marketing and principles of business economics), is the same for all career-technical education career fields.
- An outcome is an overarching statement that summarizes the knowledge and skills described in a set of individual competencies to be learned by the end of the 12th grade. There are usually
  5–15 outcomes within a strand, depending on the breadth of content to be addressed.
- A competency is a specific statement of essential knowledge or skill to be learned in the pathway program. There are usually 5–12 competencies under an outcome.

Each set of outcomes and competencies is included in one or more pathways in the career field. Outcomes and competencies form the basis for developing secondary courses, programs, instruction and assessment, facilitating transition from one educational level to the next and to the workplace. This supports career readiness and long-term career success by:

- Providing the basis for effective collaboration, teamwork and communication across pathways;
- Laying the groundwork for successful transfer of knowledge and skills across pathways, thereby facilitating horizontal and vertical career success and
- Equipping students and workers with the skills needed to transition to new and emerging careers throughout a working lifetime.

All outcomes and competencies in the Career Field Technical Content Standards have been verified as essential by business and labor representatives within the pathway or pathways specified, or they were considered essential by postsecondary faculty.

These essential outcomes and competencies specify industry-based knowledge or hands-on skills that CTE students need by the end of the 12th grade to be successful in their selected career pathway and on-going learning (such as college, apprenticeships and military opportunities).

Development of the Business and Administrative Services, Finance and Marketing Career Fields Technical Content Standards

The process for the development of the Business and Administrative Services, Finance and Marketing Career Fields Technical Content Standards began in February 2013 and culminated in January 2014. Over the course of 2013, numerous business and industry representatives as well as secondary and postsecondary educators from across the state of Ohio took part in the formal development process. The following summarizes the various stages of the development process.

Research and Development

The involvement of subject matter experts was critical to the completion of the draft revision of the document. Development was also informed by consulting the following sources of information:

- American Marketing Association marketing careers, salaries, and emerging trends
- American Accounting Association and American Institute of Certified Public Accountants Pathways Commission
- American Association for Community Colleges
- American Society for Training and Development
- Aspen Institute
- Association for Career and Technical Education
- Bureau of Economic Analysis and the United States Regional Economic Analysis Project
- Bureau of Labor Statistics
- CareerOneStop
- Career-Technical Transfer Assurance Guides (CTAGs);
- Department of Education, Office of Career-Technical Education in CA, FL, IL, KY, NC, OH, OK, PA, TX, VA, and WA
- Harvard Graduate School of Education Pathways to Prosperity project
- Industry-based certifications/standards;
  - Alliance of Hazardous Materials Professionals
  - American Academy of Professional Coders
  - American Bankers Association
  - American Health Information Management Association
  - American Marketing Association
  - American Society for Quality
  - APICS Association for Operations Management
  - Association for Financial Professionals
  - Association of Professionals in Business Management
  - eMarketing Association

- o Financial Planning Association
- o Global Association of Risk Professionals
- o Green Building Certification Institute (LEED)
- o HR Certification Institute
- o International Association of Administrative Professionals
- o International Customer Management Institute
- o International Facilities Management Association
- o International Institute of Business Analysis
- o Marketing Research Association
- o National Contract Management Association
- o National Retail Federation Foundation
- o Object Management Group (Business Process Management)
- o Professional Pricing Society
- o Project Management Institute
- o Promotional Products Association International
- o Society for Human Resources and Management
- Insurance Education Foundation
- Jobs for the Future
- Mc-Graw Hill Research Foundation Credentials project
- National Academy Foundation
- National Association of State Directors of Career Technical Education Consortium (NASDCTEc) Common Career Technical Core (CCTC) standards and Programs of Study;
- National Business Education Association
- National Center for Supply Chain Technology Education
- Occupational Information Network (O*Net)
- Ohio Department of Jobs and Family Services, Bureau of Labor Market Information
- Ohio Development Services Agency Industries Series and Economic Overview
- Ohio Industry Employment Projections Report, 2008-18
- Partnership for 21st Century Skills
- SkillsUSA
- Southern Regional Education Board
- University System of Ohio Academic Program Guide

Futuring Panels

On May 21, 2013, May 22, 2013 and May 23, 2013, the Business and Administrative Services, Finance and Marketing futuring panels brought together key business and industry representatives and postsecondary faculty from across the state to advise the Ohio Department of Education on trends impacting the Business and Administrative Services, Finance and Marketing career fields. The participants were asked to share their perceptions on changes in the workplace, employment trends, changes in technical skill requirements, needed workplace readiness skills and available industry-recognized standards and credentials. This feedback was used to develop and streamline the standards document into what is most demanded by the labor market.

Validation Panels

On October 2, 2013, October 9, 2013, October 16, 2013 and October 22, 2013, a diverse group of Ohio business and industry representatives participated in panels to validate and rate the importance of the work-related competencies in the draft standards document. Drawn from various sectors and regions of the state, the panels identified what employees should know and be able to do in the Business and Administrative Services, Finance and Marketing pathways. Secondary representatives participated on the panels to gain an understanding of the standards development process as well as to provide their perspective to the business representatives, when needed.

Postsecondary Alignment

The goal of the Secondary Career-Technical Alignment Initiative (SCTAI) was to develop new statewide Career-Technical Assurance Guides (CTAGs) for secondary career-technical institutions using the combined process of the Ohio Board of Regents' CTAG development process with the Ohio Department of Education's Career Field Technical Content Standards development process. The result of this collaboration was a tighter alignment between secondary career-technical and postsecondary content and the development of pathways that encourage college-going and increase statewide postsecondary options for career technical students. For more information on CTAGs and opportunities for statewide postsecondary articulated transfer credit, visit https://student-transfer.ohiohighered.org.

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Career Pathways Definitions

The Business Management and Administrative Services Finance and Marketing Career Fields prepare students for careers in various business disciplines across a variety of industries important to the economic vitality of the State of Ohio. Students may also pursue entrepreneurship within a specific discipline.

Business Management and Administrative Services

The Business Management and Administrative Services program areas will prepare students for technical and professional level careers in business management, human resources, operations management, distribution and logistics, supply chain and legal or medical office management.

Careers for which this pathway prepares students include:

Business Information Specialist
Customer Service Associate
Distribution Manager
Medical Billing and Coding Associate
Office Manager
Product Associate

Project Coordinator
Records Manager
Small Business Owner
Supply Chain Associate
Training Specialist
Transportation Manager

Postsecondary majors for which this pathway prepares students include:

Business Administration or Management
Business Information Systems
Entrepreneurship
Human Resources Management
International Business

Medical Coding
Office Administration
Operations Management
Project Management
Supply Chain Management

Finance

The Finance program areas will prepare students for technical and professional level careers in financial and operational accounting, financial and investment planning, banking, insurance and business financial management.

Careers for which this pathway prepares students include:

Benefits Manager
Cash Manager
Claims Adjuster
Compliance Associate
Customer Service Representative

Financial Analyst
Financial Planner
Loss Control Manager
Small Business Accounting
Treasury Associate

Postsecondary majors for which this pathway prepares students include:

Accounting

Business Analysis

Economics

Finance

Financial Services

Insurance

Management Information Systems

Real Estate and Urban Analysis

Marketing

The Marketing program areas will prepare students for technical and professional level careers in planning, managing and performing marketing activities such as communications, promotion, pricing, research, product and service management and professional selling to reach organizational objectives.

Careers for which this pathway prepares students include:

Assistant Media Buyer

Digital Marketer

Events and Promotions Coordinator

Marketing Specialist

Merchandiser

Promoter

Public Relations Manager

Research Assistant

Sales Representative

Social Media Manager

Postsecondary majors for which this pathway prepares students include:

Brand Marketing

Business Management

Direct Marketing

Entrepreneurship

Sales Management

Sales and Services Marketing

Strand/Outcome Pathway Chart

An "X" indicates that the pathway applies to the outcome.

Strand/Outcome	Business Management and Administrative Services	Finance	Marketing
Strand 1: Business Operations/21st Century Skills **Page 2**			
Outcome 1.1: Employability Skills	X	X	X
Outcome 1.2: Leadership and Communications	X	X	X
Outcome 1.3: Business Ethics and Law	X	X	X
Outcome 1.4: Knowledge Management and Information Technology	X	X	X
Outcome 1.5: Global Environment	X	X	X
Outcome 1.6: Business Literacy	X	X	X
Outcome 1.7: Entrepreneurship/Entrepreneurs	X	X	X
Outcome 1.8: Operations Management	X	X	X
Outcome 1.9: Financial Management	X	X	X
Outcome 1.10: Sales and Marketing	X	X	X
Outcome 1.11: Principles of Business Economics	X	X	X
Strand 2: Business Foundations **Page 12**	X	X	X
Outcome 2.1: Business Activities	X	X	X
Outcome 2.2: Economic Principles	X	X	X
Outcome 2.3: International Business	X	X	X
Outcome 2.4: Business Processes	X	X	X
Strand 3: Business Relationships **Page 16**			
Outcome 3.1: Customer Relations	X	X	X
Outcome 3.2: Relationship Management	X	X	X
Outcome 3.3: Business Communications Management	X	X	X
Outcome 3.4: Social Media Communications	X	X	X
Strand 4: Business Governance **Page 20**			
Outcome 4.1: Enterprise Risk Management Fundamentals	X	X	X
Outcome 4.2: Enterprise Risk Management for Financial Institutions		X	
Outcome 4.3: Compliance	X	X	X
Outcome 4.4: Legal Environment	X		
Outcome 4.5: Legal Research	X		
Outcome 4.6: Corporate Social Responsibility (CSR)	X	X	X

Strand/Outcome	Pathway		
	Business Management and Administrative Services	Finance	Marketing
Outcome 4.7: Governance Structures	X	X	X
Outcome 4.8: Legal Foundations	X		
Strand 5: Marketing **Page 28**			
Outcome 5.1: Marketing Fundamentals			X
Outcome 5.2: Channel Management			X
Outcome 5.3: Marketing Information Management			X
Outcome 5.4: Marketing Research			X
Outcome 5.5: Market Planning			X
Outcome 5.6: Pricing			X
Outcome 5.7: Product and Service Management			X
Outcome 5.8: Branding			X
Outcome 5.9: Marketing Communications			X
Outcome 5.10: Marketing Communications Management			X
Outcome 5.11: Selling			X
Outcome 5.12: Marketing Operations			X
Strand 6: Resource Management **Page 39**			
Outcome 6.1: Management Fundamentals	X	X	X
Outcome 6.2: Information Management	X	X	X
Outcome 6.3: Business Applications	X		X
Outcome 6.4: Knowledge Management	X		
Outcome 6.5: Human Resources Planning	X		
Outcome 6.6: Talent Acquisition	X		X
Outcome 6.7: Talent Onboarding and Development	X	X	X
Outcome 6.8: Total Rewards and Recognition	X		
Outcome 6.9: Employee Engagement, Experience and Relations	X	X	X
Outcome 6.10: Human Resources Operations	X		
Strand 7: Operations Management **Page 49**			
Outcome 7.1: Safety, Health and Security	X		
Outcome 7.2: Sourcing and Procurement	X	X	X
Outcome 7.3: Inventory Management	X	X	X
Outcome 7.4: Quality Management	X	X	X
Outcome 7.5: Facilities Management	X		
Outcome 7.6: Distribution and Logistics Management	X		

Strand/Outcome	Business Management and Administrative Services	Finance	Marketing
	Pathway		
Outcome 7.7: Supply Chain Management	X		
Outcome 7.8: Operations Risk Management	X		
Strand 8: Process Management **Page 57**			
Outcome 8.1: Business Process Analysis	X	X	X
Outcome 8.2: Data Research and Analysis	X	X	X
Outcome 8.3: Project Management	X	X	X
Outcome 8.4: Contract Oversight	X	X	X
Outcome 8.5: Financial Operations		X	
Outcome 8.6: Medical Operations	X		
Outcome 8.7: Medical Coding and Billing	X		
Strand 9: Financial Analysis and Evaluation **Page 64**			
Outcome 9.1: Financial Principles	X	X	X
Outcome 9.2: Corporate Investments		X	
Outcome 9.3: Financial Risk Management		X	
Outcome 9.4: Internal Controls	X	X	
Outcome 9.5: Financial Accounting		X	
Outcome 9.6: Financial Reporting and Auditing		X	
Outcome 9.7: Managerial Accounting	X	X	X
Strand 10: Strategic Management **Page 71**			
Outcome 10.1: Strategic Planning	X	X	X
Outcome 10.2: Strategic Execution	X	X	X
Outcome 10.3: Change Management	X	X	X
Outcome 10.4: Cash Management		X	
Outcome 10.5: Capital Management		X	
Outcome 10.6: Product Development	X	X	X
Total Outcomes by Pathway:	57	50	55
Total Outcomes:	77		

BUSINESS AND ADMINISTRATIVE SERVICES, FINANCE AND MARKETING

CAREER FIELD
TECHNICAL CONTENT STANDARDS

STRANDS 1-10

Strand 1.　　　　Business Operations/21st Century Skills

Learners apply principles of economics, business management, marketing and employability in an entrepreneur, manager and employee role to the leadership, planning, developing and analyzing of business enterprises related to the career field.

Outcome 1.1.　　　　Employability Skills

Develop career awareness and employability skills (e.g., face-to-face, online) needed for gaining and maintaining employment in diverse business settings.

An "X" indicates that the pathway applies to the outcome.

Business Management and Administrative Services	Finance	Marketing
X	X	X

Competencies

1.1.1.　　Identify the knowledge, skills and abilities necessary to succeed in careers.

1.1.2.　　Identify the scope of career opportunities and the requirements for education, training, certification, licensure and experience.

1.1.3.　　Develop a career plan that reflects career interests, pathways and secondary and postsecondary options.

1.1.4.　　Describe the role and function of professional organizations, industry associations and organized labor and use networking techniques to develop and maintain professional relationships.

1.1.5.　　Develop strategies for self-promotion in the hiring process (e.g., filling out job applications, résumé writing, interviewing skills, portfolio development).

1.1.6.　　Explain the importance of work ethic, accountability and responsibility and demonstrate associated behaviors in fulfilling personal, community and workplace roles.

1.1.7.　　Apply problem-solving and critical-thinking skills to work-related issues when making decisions and formulating solutions.

1.1.8.　　Identify the correlation between emotions, behavior and appearance and manage those to establish and maintain professionalism.

1.1.9.　　Give and receive constructive feedback to improve work habits.

1.1.10.　　Adapt personal coping skills to adjust to taxing workplace demands.

1.1.11.　　Recognize different cultural beliefs and practices in the workplace and demonstrate respect for them.

1.1.12.　　Identify healthy lifestyles that reduce the risk of chronic disease, unsafe habits and abusive behavior.

Outcome 1.2.   Leadership and Communications

Process, maintain, evaluate and disseminate information in a business. Develop leadership and team building to promote collaboration.

An "X" indicates that the pathway applies to the outcome.

Business Management and Administrative Services	Finance	Marketing
X	X	X

Competencies

1.2.1.   Extract relevant, valid information from materials and cite sources of information (e.g., medical reports, fitness assessment, medical test results).

1.2.2.   Deliver formal and informal presentations.

1.2.3.   Identify and use verbal, nonverbal and active listening skills to communicate effectively.

1.2.4.   Use negotiation and conflict-resolution skills to reach solutions.

1.2.5.   Communicate information for an intended audience and purpose.

1.2.6.   Use proper grammar and expression in all aspects of communication.

1.2.7.   Use problem-solving and consensus-building techniques to draw conclusions and determine next steps.

1.2.8.   Identify the strengths, weaknesses and characteristics of leadership styles that influence internal and external workplace relationships.

1.2.9.   Identify advantages and disadvantages involving digital and/or electronic communications.

1.2.10.   Use interpersonal skills to provide group leadership, promote collaboration and work in a team.

1.2.11.   Write professional correspondence, documents, job applications and résumés.

1.2.12.   Use technical writing skills to complete forms and create reports.

1.2.13.   Identify stakeholders and solicit their opinions.

1.2.14.   Use motivational strategies to accomplish goals.

Outcome 1.3.   Business Ethics and Law

Analyze how professional, ethical and legal behavior contributes to continuous improvement in organizational performance and regulatory compliance.

An "X" indicates that the pathway applies to the outcome.

Business Management and Administrative Services	Finance	Marketing
X	X	X

Competencies

1.3.1.   Analyze how regulatory compliance affects business operations and organizational performance.

1.3.2.   Follow protocols and practices necessary to maintain a clean, safe and healthy work environment.

1.3.3.   Use ethical character traits consistent with workplace standards (e.g., honesty, personal integrity, compassion, justice).

1.3.4.   Identify how federal and state consumer protection laws affect products and services.

1.3.5.   Access and implement safety compliance measures (e.g., quality assurance information, safety data sheets [SDSs], product safety data sheets [PSDSs], United States Environmental Protection Agency [EPA], United States Occupational Safety and Health Administration [OSHA]) that contribute to the continuous improvement of the organization.

1.3.6.   Identify deceptive practices (e.g., bait and switch, identity theft, unlawful door-to-door sales, deceptive service estimates, fraudulent misrepresentations) and their overall impact on organizational performance.

1.3.7.   Identify the labor and practice laws that affect employment and the consequences of noncompliance for both employee and employer (e.g., harassment, labor, employment, employment interview, testing, minor labor laws, Americans with Disabilities Act, Fair Labor Standards Acts, Equal Employment Opportunity Commission [EEOC], human trafficking) and interpret personal safety rights according to the employee Right-to-Know Plan.

1.3.8.   Verify compliance with computer and intellectual property laws and regulations.

1.3.9.   Identify potential conflicts of interest (e.g., personal gain, project bidding) between personal, organizational and professional ethical standards.

Outcome 1.4. Knowledge Management and Information Technology

Demonstrate current and emerging strategies and technologies used to collect, analyze, record and share information in business operations.

An "X" indicates that the pathway applies to the outcome.

Business Management and Administrative Services	Finance	Marketing
X	X	X

Competencies

1.4.1.   Use office equipment to communicate (e.g., phone, radio equipment, fax machine, scanner, public address systems).
1.4.2.   Select and use software applications to locate, record, analyze and present information (e.g., word processing, e-mail, spreadsheet, databases, presentation, Internet search engines).
1.4.3.   Verify compliance with security rules, regulations and codes (e.g., property, privacy, access, accuracy issues, client and patient record confidentiality) pertaining to technology specific to the industry pathway.
1.4.4.   Use system hardware to support software applications.
1.4.5.   Use information technology tools to maintain, secure and monitor business records.
1.4.6.   Use an electronic database to access and create business and technical information.
1.4.7.   Use personal information management and productivity applications to optimize assigned tasks (e.g., lists, calendars, address books).
1.4.8.   Use electronic media to communicate and follow network etiquette guidelines.

Outcome 1.5. Global Environment

Evaluate how beliefs, values, attitudes and behaviors influence organizational strategies and goals.

An "X" indicates that the pathway applies to the outcome.

Business Management and Administrative Services	Finance	Marketing
X	X	X

Competencies

1.5.1.   Describe how cultural understanding, cultural intelligence skills and continual awareness are interdependent.
1.5.2.   Describe how cultural intelligence skills influence the overall success and survival of an organization.
1.5.3.   Use cultural intelligence to interact with individuals from diverse cultural settings.
1.5.4.   Recognize barriers in cross-cultural relationships and implement behavioral adjustments.
1.5.5.   Recognize the ways in which bias and discrimination may influence productivity and profitability.
1.5.6.   Analyze work tasks for understanding and interpretation from a different cultural perspective.
1.5.7.   Use intercultural communication skills to exchange ideas and create meaning.
1.5.8.   Identify how multicultural teaming and globalization can foster development of new and improved products and services and recognition of new opportunities.

Outcome 1.6.   Business Literacy
Develop foundational skills and knowledge in entrepreneurship, financial literacy and business operations.

An "X" indicates that the pathway applies to the outcome.

Business Management and Administrative Services	Finance	Marketing
X	X	X

Competencies
1.6.1.   Identify business opportunities.
1.6.2.   Assess the reality of becoming an entrepreneur, including advantages and disadvantages (e.g., risk versus reward, reasons for success and failure).
1.6.3.   Explain the importance of planning your business.
1.6.4.   Identify types of businesses, ownership and entities (i.e., individual proprietorships, partnerships, corporations, cooperatives, public, private, profit, not-for-profit).
1.6.5.   Describe organizational structure, chain of command, the roles and responsibilities of the organizational departments and interdepartmental interactions (e.g., following physician's orders).
1.6.6.   Identify the target market served by the organization, the niche that the organization fills and an outlook of the industry.
1.6.7.   Identify the effect of supply and demand on products and services.
1.6.8.   Identify the features and benefits that make an organization's product or service competitive.
1.6.9.   Explain how the performance of an employee, a department and an organization is assessed.
1.6.10.   Describe the impact of globalization on an enterprise or organization.
1.6.11.   Describe how all business activities of an organization work within the parameters of a budget.
1.6.12.   Describe classifications of employee benefits, rights, deductions and compensations.

Outcome 1.7.   Entrepreneurship/Entrepreneurs

Analyze the environment in which a business operates and the economic factors and opportunities associated with self-employment.

An "X" indicates that the pathway applies to the outcome.

Business Management and Administrative Services	Finance	Marketing
X	X	X

Competencies

1.7.1.	Compare and contrast the four types of business ownership (i.e., individual proprietorships, partnerships, corporations, cooperatives).
1.7.2.	Explain the role of profit as the incentive to entrepreneurs in a market economy.
1.7.3.	Identify the factors that contribute to the success and failure of entrepreneurial ventures.
1.7.4.	Assess the roles of nonprofit and for-profit businesses.
1.7.5.	Develop a business plan.
1.7.6.	Describe life cycles of an entrepreneurial business and an entrepreneur.
1.7.7.	Create a list of personal strengths, weaknesses, skills and abilities needed to be successful as an entrepreneur.
1.7.8.	Explain pathways used to become an entrepreneur.
1.7.9.	Conduct a self-assessment to determine entrepreneurial potential.
1.7.10.	Describe techniques for obtaining experience (e.g., apprenticeship, co-operative [co-op] education, work placement, internship, job shadowing) related to an entrepreneurial objective.
1.7.11.	Identify initial steps in establishing a business (e.g., limited liability company [LLC], tax ID, permits, insurance, licensing).
1.7.12.	Identify resources available to entrepreneurs (e.g., Small Business Administration, mentors, information resources, educational opportunities).
1.7.13.	Protect intellectual property and knowledge (e.g., copyright, patent, trademark, trade secrets, processes).

Outcome 1.8.   Operations Management

Plan, organize and monitor an organization or department to maximize contribution to organizational goals and objectives.

An "X" indicates that the pathway applies to the outcome.

Business Management and Administrative Services	Finance	Marketing
X	X	X

Competencies

1.8.1.   Forecast future resources and budgetary needs using financial documents (e.g., balance sheet, demand forecasting, financial ratios).

1.8.2.   Select and organize resources to develop a product or a service.

1.8.3.   Analyze the performance of organizational activities and reallocate resources to achieve established goals.

1.8.4.   Identify alternative actions to take when goals are not met (e.g., changing goals, changing strategies, efficiencies).

1.8.5.   Use inventory and control systems to purchase materials, supplies and equipment (e.g., Last In, First Out [LIFO]; First In, First Out [FIFO]; Just in Time [JIT]; LEAN).

1.8.6.   Identify the advantages and disadvantages of carrying cost and Just-in-Time (JIT) production systems and the effects of maintaining inventory (e.g., perishable, shrinkage, insurance) on profitability.

1.8.7.   Collect information and feedback to help assess the organization's strategic planning and policymaking processes.

1.8.8.   Identify routine activities for maintaining business facilities and equipment.

1.8.9.   Develop a budget that reflects the strategies and goals of the organization.

1.8.10.   Analyze how business management and environmental management systems (e.g., health, safety) contribute to continuous improvement and sustainability.

Outcome 1.9.   Financial Management
Use financial tools, strategies and systems to develop, monitor and control the use of financial resources to ensure personal and business financial well-being.

An "X" indicates that the pathway applies to the outcome.

Business Management and Administrative Services	Finance	Marketing
X	X	X

Competencies
1.9.1.   Create, analyze and interpret financial documents (e.g., budgets, income statements).
1.9.2.   Identify tax obligations.
1.9.3.   Review and summarize savings, investment strategies and purchasing options (e.g., cash, lease, finance, stocks, bonds).
1.9.4.   Identify credit types and their uses in order to establish credit.
1.9.5.   Identify ways to avoid or correct debt problems (e.g., collection agency payments and post-collection agency payments).
1.9.6.   Explain how credit ratings and the criteria lenders use to evaluate repayment capacity affect access to loans.
1.9.7.   Review and summarize categories (types) of insurance and identify how insurances can reduce financial risk.
1.9.8.   Identify income sources and expenditures.
1.9.9.   Compare and contrast different banking services available through financial institutions.
1.9.10.   Identify the role of depreciation in tax planning and liability.

Outcome 1.10.   Sales and Marketing
Manage pricing, place, promotion, packaging, positioning and public relations to improve quality customer service.

An "X" indicates that the pathway applies to the outcome.

Business Management and Administrative Services	Finance	Marketing
X	X	X

Competencies
1.10.1.   Identify how the roles of sales, advertising and public relations contribute to a company's brand.
1.10.2.   Determine the customer's/client's needs and identify solutions and potential community resources.
1.10.3.   Communicate features, benefits and warranties of a product or service to the customer/client.
1.10.4.   Identify the company policies and procedures for initiating product and service improvements.
1.10.5.   Monitor customer/client expectations and determine product/service satisfaction by using measurement tools.
1.10.6.   Discuss the importance of correct pricing to support a product's or service's positioning in the marketing mix.
1.10.7.   Describe the importance and diversity of distribution channels (i.e., direct, indirect) to sell a product.
1.10.8.   Use promotional techniques to maximize sales revenues (e.g., advertising, sales promotions, publicity, public relations).
1.10.9.   Describe how product mix (e.g., product line, product items) maximizes sales revenues, market, share and profit margin.
1.10.10. Demonstrate sales techniques.

Outcome 1.11.   Principles of Business Economics
Examine and employ economic principles, concepts and policies to accomplish organizational goals and objectives.

An "X" indicates that the pathway applies to the outcome.

Business Management and Administrative Services	Finance	Marketing
X	X	X

Competencies
1.11.1.   Identify the economic principles that guide geographic location of an industry's facilities (e.g., relative scarcity, price, quantity of products and services).
1.11.2.   Identify the difference between monetary and nonmonetary incentives and explain how changes in incentives cause changes in behavior.
1.11.3.   Use economic indicators to identify economic trends and conditions (e.g., inflation, interest rate fluctuations, unemployment rates).
1.11.4.   Determine how the quality, quantity and pricing of goods and services are affected by domestic and international competition in a market economy.
1.11.5.   Analyze factors that affect currency and exchange rates.
1.11.6.   Explain how financial markets and government policies influence interest rates (credit ratings/debt ceiling), trade deficits and unemployment.
1.11.7.   Describe how economic performance and culture are interdependent.
1.11.8.   Identify the relationships between economy, society and environment that lead to sustainability.
1.11.9.   Describe how laws and regulations influence domestic and international trade.

Strand 2.   Business Foundations

Learners acquire foundational knowledge of business activities in a global environment that are undergirded by economic principles and business processes.

Outcome 2.1.   Business Activities

Relate business functions to business models, business strategies and organizational goal achievement.

An "X" indicates that the pathway applies to the outcome.

Business Management and Administrative Services	Finance	Marketing
X	X	X

Competencies

2.1.1   Explain the reasons that businesses and organizations exist and their role in society, and describe types of business models.

2.1.2   Describe the business changes that are occurring in response to the external environment in which businesses operate.

2.1.3   Describe types of business activities, or functions (e.g., accounting, finance, human resources management, information management, marketing, operations, sales and strategic management); the interactions among business functions, or activities; and the differences in implementation that occur in big versus small business.

2.1.4   Explain forces that are driving business changes (e.g., globalization, consumer demand, government policies, political climate, diversity, spending trends, industry structure changes) and how organizations are adapting to today's business environment (e.g., proactive management, competitive aggression, innovative management, agile management, organizational learning, market orientation, slack resources).

2.1.5   Describe the need for and role of accounting and finance (e.g., understanding accounting treatment, verifying information, analyzing variances, guiding decision-making), and explain how they interact with and impact other business activities or functions.

2.1.6   Explain the role and function of human resources management, describe its interactions with other functional areas, and identify its contributions to an organization.

2.1.7   Explain the nature and scope of information management and its contributions to business operations.

2.1.8   Describe marketing's role and function in business and its contributions to overall business strategy.

2.1.9   Explain factors that motivate customers, clients and businesses to buy and actions employees can take to achieve the company's desired results.

2.1.10   Describe connections between company actions and results (e.g., influencing consumer behavior, gaining market share).

2.1.11   Differentiate between operations and supply chain, and describe their components, or activities, and contributions to business.

2.1.12   Explain the nature of management and levels of management (e.g., front line, middle management, executive).

2.1.13   Identify ways that technology impacts business activities.

2.1.14   Describe the evolution of business.

Outcome 2.2.   **Economic Principles**

Relate principles and concepts of applied economics to business models, business activities and organizational goal achievement.

An "X" indicates that the pathway applies to the outcome.

Business Management and Administrative Services	Finance	Marketing
X	X	X

Competencies

2.2.1   Describe the concepts of economic goods and services, economics and economic activities (i.e., production, distribution, exchange, consumption and circular flow of income model).

2.2.2   Explain types of economic resources, competition and economic systems (e.g., traditional, command, market); and describe the systems' characteristics, their advantages and disadvantages and impact on business.

2.2.3   Identify the impact of small business and entrepreneurship on market economies.

2.2.4   Determine economic utilities created by business activities (e.g., time, place, possession, form or task).

2.2.5   Determine types of business risks (e.g., pure, speculative, natural, human, economic).

2.2.6   Distinguish between gross and net profit, identify factors affecting a business's profit (e.g., demand, chance, pricing, expenses, costs, the economy), and recognize controllable and non-controllable expenses.

2.2.7   Determine the relationship between government and business, identify government agencies that facilitate trade, and describe the impact of government regulations on business activities.

2.2.8   Describe the nature of taxes paid by businesses and their impact.

2.2.9   Explain the concept of productivity, how it is measured and its importance to business.

2.2.10   Analyze the impact of specialization and division of labor on productivity.

2.2.11   Explain reasons that labor unions form, analyze their impact on business, and describe types of negotiation strategies used in the collective bargaining process.

2.2.12   Explain the impact of the law of diminishing returns and the concept of economies of scale.

2.2.13   Describe the types of market structures (e.g., monopolistic, monopsonistic).

2.2.14   Explain the role of the Federal Reserve System, describe ways that it influences the availability of money and credit, and describe ways that it adjusts the money supply.

2.2.15   Describe the phases of business cycles (i.e., expansion, peak, contraction, trough) and industry cycles (i.e., start-up or innovations, dominance, shakeout or consolidation, maturity, decline), benefits of understanding them, their internal and external causes, their impact on business and ways businesses deal with the different phases.

Outcome 2.3.   International Business
Relate factors impacting international business to internal business operations, practices and strategies.

An "X" indicates that the pathway applies to the outcome.

Business Management and Administrative Services	Finance	Marketing
X	X	X

Competencies

2.3.1   Describe the global environment in which businesses operate, identify leading economies, and explain how the global environment impacts a business's overall global strategy.

2.3.2   Describe market-entry strategies for conducting business globally (e.g., import and export, technology licensing, franchising, wholly owned branch and subsidiary operations, joint ventures, consortia) and the considerations impacting the decision to offer goods or services globally.

2.3.3   Explain the nature of global trade and the impact of cultural and social environments on it.

2.3.4   Explain labor issues associated with global trade.

2.3.5   Describe the impact of the political environment on global trade (e.g., type of government, political stability, government policies about business).

2.3.6   Explain the impact of a country's or area's geography and history on global trade.

2.3.7   Explain the impact of a country's economic development on global trade (e.g., type of economic system, natural resources, educational level, types of industries, infrastructure, technology availability or adoption).

2.3.8   Describe the impact of digital communication tools (e.g., Internet, video- and computer conferencing, webcasts, email, social media, digital communications) on global business activities.

2.3.9   Identify examples of emerging economies, and describe their potential impact on business activities.

2.3.10   Describe product standards' issues associated with global business.

2.3.11   Explain the nature of global legal systems (e.g., civil or code, common, statutory), their impact on global trade and the approaches and legal recourse available to resolve disputes in global markets.

2.3.12   Explain regulations governing bribery and foreign monetary payments, and describe their impact on business.

2.3.13   Describe costs associated with global business, methods used to analyze those costs and the role of outsourcing and offshoring in cost management.

2.3.14   Describe customs regulations, their impact on global business and the government agencies that facilitate trade.

2.3.15   Analyze U.S. competitiveness at a global level for different industries, and describe factors impacting competitiveness.

Outcome 2.4.   **Business Processes**

Relate business-process design to organizational structure and organizational goal achievement.

An "X" indicates that the pathway applies to the outcome.

Business Management and Administrative Services	Finance	Marketing
X	X	X

Competencies

2.4.1   Explain the impact of organizational design (e.g., reporting lines) on business process design.

2.4.2   Identify types of business processes, their purposes (e.g., added customer value, increased efficiencies), their characteristics, their components (e.g., events, activities, decision points, metrics) and their interrelationships.

2.4.3   Describe the importance of outcomes and value in business processes and the business problems created by inefficient business processes (e.g., unhappy customers, increased costs, missed deadlines, frustrated coworkers).

2.4.4   Describe the relationship among policies, processes and procedures.

2.4.5   Compare business-process thinking with results-oriented thinking, and explain how business-process thinking helps to break through a business's functional silo mentality.

2.4.6   Identify reasons that business processes change.

2.4.7   Describe business-process management, the role of IT and the integration of social networking into business-process performance.

2.4.8   Explain how the need to protect assets and reduce the risk of fraud impacts the design of business processes (e.g., segregation of duties, internal controls).

Strand 3.   Business Relationships

Learners apply tactics, processes and strategies to develop and build relationships with stakeholders (e.g., customers, staff, vendors), to address stakeholder interactions and problems and to develop a collaborative work environment.

Outcome 3.1.   Customer Relations

Apply techniques, strategies and tools to develop, maintain and grow positive internal and external customer, or client, relationships.

An "X" indicates that the pathway applies to the outcome.

Business Management and Administrative Services	Finance	Marketing
X	X	X

Competencies

3.1.1   Explain the nature of positive customer, or client, relations and their role in keeping customers; and describe the importance of meeting and exceeding customer expectations.

3.1.2   Compare the cost to acquire customers with the cost to maintain customers, and explain how these costs impact business strategy and influence which customers to maintain.

3.1.3   Apply a customer-service mindset in a culturally appropriate manner (e.g., respond to customer inquiries; reinforce service through effective, ongoing communication).

3.1.4   Build rapport with customers, and use this rapport to inform customers about company policies, consequences of noncompliance with recommendations or requirements and service or account terminations.

3.1.5   Maintain confidentiality or privacy of internal and external customers.

3.1.6   Reinforce company's image and culture to exhibit the business's brand promise.

3.1.7   Describe the scope of customer-relationship management to show its contribution to business.

3.1.8   Build, maintain and improve relationships with customers, or clients; and promote brand and solicit new ideas and solutions using social media.

3.1.9   Identify opportunities to use crowdsourcing to engage customers or clients, to improve customer or client relationships, to promote brand and to solicit new ideas and solutions.

3.1.10   Confer with patients about their rights and responsibilities as stated in the Patient Bill of Rights, the legal ownership of medical records, advanced directives and informed consent.

Outcome 3.2. Relationship Management

Apply techniques and strategies to develop, maintain and grow positive relationships with employees, peers and stakeholders.

An "X" indicates that the pathway applies to the outcome.

Business Management and Administrative Services	Finance	Marketing
X	X	X

Competencies

3.2.1   Recognize, value, and leverage personality types in business situations.
3.2.2   Adapt management style to the personality type of others.
3.2.3   Align personal vision and goals with organizational or departmental goals, objectives and initiatives.
3.2.4   Adapt to and lead workplace changes or situations.
3.2.5   Manage crises in relationships.
3.2.6   Determine the nature of office politics, and overcome problems and difficulties associated with office politics and turf wars.
3.2.7   Identify when and how to take risks to achieve objectives.
3.2.8   Describe the nature of organizational culture and its impact on business, and interpret and adapt to a business's culture.
3.2.9   Establish strategic relationships with others.
3.2.10 Share best practices with key individuals and groups within and outside the business.
3.2.11 Manage internal and external business relationships to foster positive interactions, and strategically plan and leverage business relationships for growth.
3.2.12 Describe ways that businesses build positive employer-employee relationships.

Outcome 3.3.   **Business Communications Management**
Apply strategies and procedures to plan, create, implement and evaluate internal and external company communications.

An "X" indicates that the pathway applies to the outcome.

Business Management and Administrative Services	Finance	Marketing
X	X	X

Competencies
3.3.1   Identify organizational communication hierarchies, and select the appropriate communication strategy to use for the hierarchy.
3.3.2   Explain how the content of written communications (e.g., email, text messages, chats) creates reputational, legal and regulatory exposure for organizations; and describe how to manage the risk individually and collectively.
3.3.3   Adapt personal communication style to audiences in virtual intercultural environments.
3.3.4   Implement strategies to solicit feedback.
3.3.5   "Sell" ideas to internal and external audiences.
3.3.6   Communicate the business's plans, strategies and procedures; and verify the understanding of recipients.
3.3.7   Develop, implement, monitor and adjust communications plan to meet the information needs of internal and external customers.
3.3.8   Collaborate on and aggregate complex internal documents to create a common voice that is vision, mission and brand-consistent.
3.3.9   Conduct creative briefing, and gain commitment from clients.
3.3.10   Develop a crisis-management plan to control communications and mitigate damage to company's image.
3.3.11   Develop an integrated approach for social media content creation that provides for consistent branding and messaging across channels for original and repurposed content.
3.3.12   Repurpose content for use in business communications.
3.3.13   Interpret research data into information for decision-making (e.g., interpret descriptive statistics, correlations), and translate findings into actionable business recommendations.
3.3.14   Communicate research information to others (e.g., display data in charts or graphs, prepare presentations, prepare written reports).

Outcome 3.4.   Social Media Communications
Apply tools, strategies and processes to plan, create, implement, monitor and evaluate social media communications to support corporate brand and strategy.

An "X" indicates that the pathway applies to the outcome.

Business Management and Administrative Services	Finance	Marketing
X	X	X

Competencies
3.4.1   Describe the impact of a person's social media brand on the achievement of organizational goals.
3.4.2   Compare and contrast the use of social media for personal and business purposes.
3.4.3   Evaluate the impact of mobile-device capabilities and usage patterns on social media effectiveness.
3.4.4   Establish and implement approaches to grow following and engagement, both paid and organic.
3.4.5   Maintain a consistent brand voice in social content that resonates with the community and fits the platform.
3.4.6   Monitor user-generated content (UGC), and moderate social chats.
3.4.7   Escalate social comments as necessary to solicit appropriate responses and highlight opportunities.
3.4.8   Maintain and manage day-to-day content on social platforms and company's community-based forums.
3.4.9   Develop and package content for social distribution, showcase articles, video, galleries and shows.
3.4.10   Monitor daily social media analytics to gauge success of social media efforts and initiatives.
3.4.11   Identify opportunities and trends in the social media space (e.g. demographic preferences).
3.4.12   Implement an integrated social media strategy that complies with legal requirements and company policy.
3.4.13   Identify emerging customer trends through social networking.

Strand 4.   Business Governance

Learners apply governance principles to plan, organize and monitor an organization's strategy, structure and systems to ensure achievement of organizational goals and objectives.

Outcome 4.1.   Enterprise Risk Management Fundamentals

Apply foundational business skills and tools to identify risks and seize opportunities related to the achievement of business objectives.

An "X" indicates that the pathway applies to the outcome.

Business Management and Administrative Services	Finance	Marketing
X	X	X

Competencies

4.1.1   Explain the role of enterprise risk management in protecting and creating value for stakeholders (e.g., owners, employees, customers, regulators, vendors, society).

4.1.2   Describe the impact of governmental and self-regulatory agency requirements on the structure, focus and cost of enterprise risk management.

4.1.3   Describe ways that businesses prevent, control, transfer and retain risks.

4.1.4   Identify events (e.g., disasters, cyber-attacks, product launch) and stakeholder activities (e.g., supplier bankruptcy, rogue employee, compromised personal information, competitor exit) that could facilitate or prevent an organization from achieving its objectives; i.e., risk at the organizational level.

4.1.5   Describe quantitative and qualitative approaches to measuring and analyzing risk.

4.1.6   Distinguish among key risk indicators, key performance indicators and process indicators.

4.1.7   Develop a risk appetite goal using the risk-reward relationship.

4.1.8   Select strategies for managing risk (e.g., strategic planning, insurance, internal controls, policies and procedures, good hiring procedures, training, tracking performance, self-regulation), for responding to risky situations and for recovering from disasters.

4.1.9   Describe the elements of an enterprise risk-management policy.

4.1.10   Compare business governance and data governance issues and strategies.

4.1.11   Execute strategies for managing portfolio risk that consider business risk tolerance and financial and operational goals.

Outcome 4.2.   **Enterprise Risk Management for Financial Institutions**
Relate financial institutions' risk profile, regulatory compliance requirements and business objectives to enterprise risk-management processes.

An "X" indicates that the pathway applies to the outcome.

Business Management and Administrative Services	Finance	Marketing
	X	

Competencies
4.2.1   Explain key banking and insurance calculations (e.g., interest, annual percentage rate, exchange rates, RAROC [Risk-Adjusted Return on Capital], claim loss ratio) and requirements established in regulatory guidelines.
4.2.2   Explain rating systems and guidelines used by regulatory agencies to assess a financial institution's compliance (e.g., CAMELS [Capital Adequacy, Asset Quality, Management Administration, Earnings, Liquidity and Sensitivity]) and the rules regarding use and disclosure.
4.2.3   Explain the risks associated with banking services (e.g., default, fraudulent transactions, falsified information) and techniques used to manage these risks for a financial institution (e.g., loan criteria, credit-based scoring models, identity verification).
4.2.4   Explain the risks associated with insurance services (e.g., underwriting, claims) and techniques used to reduce, mitigate and measure risks at the enterprise level (e.g., insurability provisions, credit-based scoring models, actuarial sciences, reinsurance).
4.2.5   Explain the risks associated with securities products and trust services (e.g., suitability, risk of loss) and strategies used to manage these risks for a financial institution (e.g., investment profiles, validated asset allocation models, disclosures).
4.2.6   Interpret banking and insurance risk measures and metrics (e.g., interest rate risk, liquidity risk, credit risk, underwriting risk).

Outcome 4.3.   Compliance

Develop compliance systems, processes and procedures used to manage compliance risk across an organization.

An "X" indicates that the pathway applies to the outcome.

Business Management and Administrative Services	Finance	Marketing
X	X	X

Competencies

4.3.1   Compare and contrast internal and external authoritative sources of compliances standards (e.g., legal code, government agencies and self-regulatory organizations), the types of institutions governed and the penalties associated with noncompliance.

4.3.2   Explain the impact of compliance requirements on business structure, functions (e.g., marketing, information technology, human resources), products and services and pricing.

4.3.3   Explain the elements of a compliance program and how requirements and expectations differ across industry sectors (e.g., financial services, healthcare, consumer products, restaurants food and beverages).

4.3.4   Describe the factors that influence compliance program costs, effectiveness and value (e.g., organizational size and structure, accreditation, incentives availability).

4.3.5   Develop the elements of a basic compliance program to promote consistent behaviors (e.g., policies, procedures, training).

4.3.6   Analyze existing policies, procedures and documents to ascertain compliance with regulatory requirements (e.g., Centers for Medicare and Medicaid Services [CMS], Health Insurance Portability and Accountability Act [HIPAA]) and self-regulatory guidelines.

4.3.7   Monitor compliance with organizational or departmental compliance policies and procedures (e.g., continuing education requirements, prevention of fraudulent practices, record falsification or alteration, patient or customer abuse, lack of follow-up).

4.3.8   Identify strategies for managing professional liability and malpractice risks (e.g., incompetent or impaired physicians, unnecessary procedures, patient or customer misconduct, service or medical errors, lack of training, poor documentation).

4.3.9   Explain the value and purpose of compliance assessment activities (e.g., due-diligence reviews, internal audits, work plan reviews).

Outcome 4.4.   Legal Environment

Identify the requirements of the legal environment in which business and society operate to facilitate lawful and ethical operations.

An "X" indicates that the pathway applies to the outcome.

Business Management and Administrative Services	Finance	Marketing
X		

Competencies

4.4.1   Distinguish between secured and unsecured creditors, explain the debtor-creditor relationship and legal protections provided each party, and determine relief options for debtors.

4.4.2   Describe consumer rights and responsibilities, services provided by consumer protection agencies and consumer protection laws.

4.4.3   Explain businesses' responsibility for product safety, and identify product liability issues and the applicable laws and regulations.

4.4.4   Describe advertising laws and regulations in digital and brick-and-mortar business environments.

4.4.5   Identify employment laws, and describe the rights and responsibilities of parties to an employment contract, types of workplace regulations (e.g., OSHA, ADA, FMLA), role of equal opportunity employment and the role of unions in business.

4.4.6   Explain retirement plans, and describe pension and profit-sharing laws.

4.4.7   Explain tax regulations affecting business, tax reporting requirements, penalties for noncompliance with tax laws and the tax enforcement process.

4.4.8   Identify the characteristics and process differences that distinguish commercial real estate settlement from residential real estate settlement.

4.4.9   Describe legal documents relating to the purchase, sell and lease of residential property, insurance requirements, and residential real-estate settlement procedures.

4.4.10 Identify the duties of landlords and tenants.

4.4.11 Describe forms of bankruptcy and bankruptcy proceedings, and explain the impact of these proceedings on business.

4.4.12 Identify legal procedures pertinent to estates, and identify types of legal documents associated with estates (e.g., testamentary letters, wills, trusts, power of attorney, estate tax returns).

4.4.13 Describe family and domestic relations law considerations for adoption, eldercare and assisted living.

Outcome 4.5.   Legal Research

Apply legal reasoning to establish a legal position that effectively and efficiently discharges legal obligations while supporting business operations and the achievement of business objectives.

An "X" indicates that the pathway applies to the outcome.

Business Management and Administrative Services	Finance	Marketing
X		

Competencies

4.5.1   Conduct legal research, and organize results in logical order.

4.5.2   Identify required process for obtaining access to information.

4.5.3   Draft release or access documents.

4.5.4   Validate information (e.g. factual documents, evidence, exhibits, legal client matters) for use in legal proceedings.

4.5.5   Prepare fully-compliant legal documents, common court documents and supporting documentation (e.g., digests of deposition transcripts, exhibit lists).

4.5.6   Identify interrelationships among cases, statutes, regulations and other legal authorities; and apply a recognized legal authority to specific factual situation(s).

4.5.7   Recognize when and why varied fact situations allow for exceptions to general legal rules.

Outcome 4.6.   Corporate Social Responsibility (CSR)
Interpret, apply, and communicate an organization's ethics and social responsibility policies and code of conduct in routine and ambiguous situations.

An "X" indicates that the pathway applies to the outcome.

Business Management and Administrative Services	Finance	Marketing
X	X	X

Competencies
4.6.1   Compare and contrast ethical standards and challenges in domestic and international markets and across countries or areas (e.g., Brazil, China, Latin America, Pacific Rim).
4.6.2   Compare and contrast ethical challenges across industry sectors (e.g., healthcare, financial services, consumer products, manufacturing, retail) and functional areas (e.g., marketing, human resources, financial reporting).
4.6.3   Describe social responsibility policies and practices, and explain their impact on business operations and performance (e.g. community development, charitable foundations, green practices).
4.6.4   Identify factors that impact the social responsibility policies implemented by businesses (e.g., national and state regulations, market or customer requirements, profit considerations).
4.6.5   Develop ethics and CSR policies and reporting processes.
4.6.6   Analyze the impact of ethics and CSR policies on business operations and financial performance.
4.6.7   Monitor compliance with CSR policies, ethics policies and codes of conduct.
4.6.8   Recommend actions to resolve noncompliance with ethics and CSR policies and codes of conduct.
4.6.9   Exhibit ethical behavior and social responsibility in the global environment in which business operates.

Outcome 4.7.　　　　Governance Structures

Relate governance structures to organizational goal achievement.

An "X" indicates that the pathway applies to the outcome.

Business Management and Administrative Services	Finance	Marketing
X	X	X

Competencies

4.7.1　　Explain the need for and impact of governance on business management, performance and regulatory oversight.

4.7.2　　Describe the relationship between governance structures, ownership structures (e.g., corporation, privately owned, nonprofit, limited-liability companies) and organizational size and reach (e.g., microenterprise, middle-market, large corporate, multinational, global).

4.7.3　　Explain the roles and responsibilities of governing committees (e.g., Board of Directors, Audit and Finance Committees, Risk Committees), strategies used to fulfill these responsibilities and the impact on strategic planning and management functions (i.e., planning, organizing, directing, staffing and controlling).

4.7.4　　Identify the elements of a governance process (e.g., minutes, records, proxies), and distinguish elements contained in public and private businesses.

4.7.5　　Identify the elements of a corporate governance structure that impact staff decision-making authority.

4.7.6　　Determine situations in which escalation to a governance member is appropriate.

Outcome 4.8.   Legal Foundations
Identify the legal principles that undergird business operations, and apply regulatory provisions to business situations.

An "X" indicates that the pathway applies to the outcome.

Business Management and Administrative Services	Finance	Marketing
X		

Competencies

4.8.1   Acquire information about the role of the constitution in business law, sources of law in the United States and the role of the U.S. judicial system.

4.8.2   Distinguish among types of laws (e.g., criminal, civil, regulatory), and explain their major functions.

4.8.3   Describe criminal and civil law and proceedings that impact legal requirements from initial filing activities to settlement and appeals.

4.8.4   Explain the functions performed by officials in the court system, the differences in functions and procedures among the different courts (e.g., trial court, appellate court, administrative hearings) with the state and federal court systems and the impact of these differences on the management of documentation and evidence.

4.8.5   Describe how the legal environment in which businesses operate is affected by the civil infrastructure (e.g., torts, contracts, legal agreements) of the United States.

4.8.6   Distinguish among types of torts (i.e., intentional, negligence and strict liability), and explain the impact of tort law on business.

4.8.7   Describe legal issues affecting businesses and the impact of government regulations and regulatory agencies on businesses.

4.8.8   Identify factors impacting the options available to settle a legal matter (e.g., contract terms, statutory requirements, legal precedents, evidence).

4.8.9   Identify requirements needed for an enforceable contract, and differentiate among types of contracts (e.g., oral, written, implied, transferable, nontransferable).

4.8.10   Determine the rights of parties in a contract, how the contract can be discharged and what actions can occur with a breach of contract.

4.8.11   Determine tactics businesses can take to avoid litigation and alternative methods and processes they can use to resolve disputes.

4.8.12   Explain the importance of property in the legal environment of business; and describe how ownership rights are acquired, held and transferred.

4.8.13   Identify areas of law relevant to a particular situation, define statutes of limitations for areas of law, and distinguish between substantive and procedural law.

4.8.14   Describe environmental law agencies and regulations, procedures for reporting violations and the impact of environmental law on business.

4.8.15   Describe administrative law and the types and powers of administrative agencies.

Strand 5.   Marketing

Learners implement tactics, processes and strategies to create, communicate, deliver and exchange offerings of value to others by understanding and applying marketing functions, including channel management, marketing-information management, market planning, pricing, product and service management, promotion and selling.

Outcome 5.1.   Marketing Fundamentals

Describe principles of marketing, marketing functions and the factors influencing their effectiveness.

An "X" indicates that the pathway applies to the outcome.

Business Management and Administrative Services	Finance	Marketing
		X

Competencies

5.1.1   Identify marketing functions, their interrelatedness, their overall contributions to business strategy and the metrics used to measure success.

5.1.2   Identify legal and ethical issues associated with marketing activities or functions, describe the organizational values impacted, and identify the marketing-mix components (e.g., product, price, promotion, place) affected.

5.1.3   Explain the nature, scope, benefits and considerations in channel management (e.g., how channels perform or interact).

5.1.4   Describe the marketing-information management function, its nature and considerations (e.g., types of relevant information, uses, legal and ethical concerns).

5.1.5   Describe the function of pricing to understand its role in marketing.

5.1.6   Explain factors affecting pricing decisions (e.g., customer value perception, brand, negotiating power, corporate policies, competitive strategy, stage of customer life cycle).

5.1.7   Describe foundational concepts associated with product and service management to understand its nature and scope (e.g., product life cycles).

5.1.8   Explain the drivers of brand and the impact, benefits and drawbacks of branding.

5.1.9   Describe promotion's nature, scope and role in meeting business objectives (e.g., types of promotion, promotional mix, promotional channels).

5.1.10   Describe the impact of industry, environment and culture on the nature and scope of selling and sales activities (e.g., customer service, relationship building).

5.1.11   Describe sales processes and techniques that can be used to facilitate selling.

5.1.12   Explain the impact of technology on marketing costs, marketing strategy and marketing return on investment.

Outcome 5.2.   **Channel Management**

Apply the concepts and processes needed to identify, select, monitor and evaluate distribution channels that support achievement of organizational goals and objectives.

An "X" indicates that the pathway applies to the outcome.

Business Management and Administrative Services	Finance	Marketing
		X

Competencies

5.2.1	Distinguish among distribution channels for consumer goods, industrial goods and services.
5.2.2	Coordinate channel management with other marketing activities.
5.2.3	Analyze channel-member relationships, taking corrective measures when needed.
5.2.4	Analyze the strengths, weaknesses, opportunities and threats associated with affinity partner relationships.
5.2.5	Evaluate the impact of push and pull strategies on channel management.
5.2.6	Select channels of distribution.
5.2.7	Evaluate channel member performance and suitability.
5.2.8	Assess channel-management strategies to improve their effectiveness, minimize their costs and identify opportunities that benefit multiple channels.

Outcome 5.3.   **Marketing Information Management**

Apply the concepts, systems and tools needed to gather, synthesize, evaluate and disseminate marketing information for use in making business decisions that achieve organizational goals and objectives.

An "X" indicates that the pathway applies to the outcome.

Business Management and Administrative Services	Finance	Marketing
		X

Competencies

5.3.1	Distinguish between market-driven and customer-driven information, and explain the need for marketing information.
5.3.2	Describe the factors that determine the relevancy of information for marketing purposes.
5.3.3	Describe data and reports that are monitored for marketing decision-making.
5.3.4	Communicate marketing-information to others that delivers relevant insights into issues, problems, questions or opportunities.
5.3.5	Track business information to stay abreast of trends and changes that could impact marketing (e.g., customer databases, partners' and competitors' activities, sales and operational data, environmental changes).
5.3.6	Identify challenges associated with data relevance and usability in a globally connected, digital society (i.e., unstructured data).
5.3.7	Develop insights using trends occurring in other industries.

Outcome 5.4.   Marketing Research

Apply qualitative and quantitative research methods, techniques and tools to gather, synthesize, evaluate and disseminate information about a specified problem, issue or opportunity for use in making business decisions that achieve organizational goals and objectives.

An "X" indicates that the pathway applies to the outcome.

Business Management and Administrative Services	Finance	Marketing
		X

Competencies

5.4.1   Explain reasons for conducting marketing research and the importance and scope of marketing-research activities, and distinguish among research types (e.g., primary, secondary, quantitative, qualitative).

5.4.2   Determine the need for and value of marketing research, describe its impact on business strategies, and set research objectives.

5.4.3   Explain marketing-research design considerations; and identify the type of research appropriate for different business objectives, problems or opportunities.

5.4.4   Evaluate the appropriateness of the marketing-research design for the research problem, issue or opportunity.

5.4.5   Determine who and how many respondents are needed for marketing research findings to adequately represent the population.

5.4.6   Describe quantitative and qualitative marketing research data-collection methods.

5.4.7   Determine how to obtain needed marketing-research data.

5.4.8   Develop quantitative and qualitative data-collection instruments, and collect the data to answer research questions or resolve issues.

5.4.9   Apply analytical tracking tools to manage and perform marketing research activities.

5.4.10   Identify techniques used to process marketing data.

5.4.11   Process marketing data to translate them into useful insights or knowledge (e.g., code research data, transcribe conversations, tabulate data, analyze narrative text).

5.4.12   Assess marketing research briefs to determine comprehensiveness and clarity.

5.4.13   Interpret quantitative patterns and qualitative research findings by applying descriptive statistical methods, using software systems and evaluating trade-offs.

5.4.14   Evaluate marketing research procedures, proposals and findings to assess their credibility and to determine needed improvements.

5.4.15   Facilitate functional decision-making in marketing through the use of marketing information.

Outcome 5.5.   Market Planning

Utilize principles and tools to select an audience and to identify and select marketing strategies to reach targeted audiences.

An "X" indicates that the pathway applies to the outcome.

Business Management and Administrative Services	Finance	Marketing
		X

Competencies

5.5.1   Distinguish between marketing strategies and tactics.
5.5.2   Explain the considerations used to develop and implement domestic and global marketing strategies.
5.5.3   Describe the concepts of market and market identification.
5.5.4   Identify market segments, and select target market(s).
5.5.5   Profile target customer to determine market needs and customer demand for products and services.
5.5.6   Explain the role of situation analysis in the marketing planning process.
5.5.7   Conduct a market analysis (e.g., market size, area, potential).
5.5.8   Assess global trends and opportunities.
5.5.9   Conduct a competitive analysis.
5.5.10   Forecast sales, and establish sales goals.
5.5.11   Set marketing goals, objectives and budget to achieve corporate goals and objectives.
5.5.12   Select and apply marketing metrics applicable to the problem, issue or opportunity.
5.5.13   Develop a marketing plan that addresses strategic and operational plans.
5.5.14   Align sales plan and marketing plan.
5.5.15   Assess marketing strategies to improve return on marketing investment (ROMI).

Outcome 5.6.   Pricing

Apply the concepts and strategies needed to determine and adjust prices to maximize return and meet customers' or clients' perception of value.

An "X" indicates that the pathway applies to the outcome.

Business Management and Administrative Services	Finance	Marketing
		X

Competencies

5.6.1   Describe the functions of prices in markets.

5.6.2   Establish pricing objectives that support business strategy and that consider the outcome of marketing research and planning.

5.6.3   Select approach for setting a base price (e.g., cost, demand, competition).

5.6.4   Determine product's cost (e.g., breakeven, ROI, markup).

5.6.5   Employ pricing strategies to set prices throughout the product and customer life cycle.

5.6.6   Adjust prices to maximize profitability throughout the product and customer lifecycle.

5.6.7   Develop seasonal and situational (e.g., unexpected event) pricing policies.

5.6.8   Evaluate pricing strategies to identify needed changes and to improve profitability throughout the product and customer life cycle.

5.6.9   Compare and contrast the pricing of goods and services in business-to-business (B2B) and business-to-consumer (B2C) environments.

5.6.10   Compare and contrast the pricing of tangible versus the pricing of intangible products.

Outcome 5.7.   Product and Service Management

Apply the concepts and processes needed to obtain, develop, maintain and improve a product or service mix in response to market opportunities.

An "X" indicates that the pathway applies to the outcome.

Business Management and Administrative Services	Finance	Marketing
		X

Competencies

5.7.1   Describe quality assurances (e.g., guarantees, warranties, standards) used to inform customers and encourage sales.

5.7.2   Employ product-development processes to maintain an up-to-date product pipeline.

5.7.3   Nurture product ideas through to fruition.

5.7.4   Determine opportunities to improve products and services (e.g., extend product lines, create niche markets, increase differentiation, close a gap in service) using marketing-research insights.

5.7.5   Explain how financial and operational metrics (e.g., net margin, term margin, time or speed to market) impact market opportunities and the implications for product and service management.

5.7.6   Employ product-mix strategies to meet customer or client expectations.

5.7.7   Evaluate effectiveness of product-mix strategies.

5.7.8   Determine width and depth of assortment strategies with consideration to seasonal assortment strategies.

5.7.9   Develop merchandise plans (budgets) to guide selection of retail products (e.g., calculating open-to-buy, planning stock, planning reductions, planning purchases, planning gross and net margins).

5.7.10   Perform buying activities to obtain products for resale (determining quality to offer, what to buy or reorder, stock turnover, quantities to buy or reorder and when to buy or reorder; and setting reorder points).

5.7.11   Implement techniques to increase customer exposure to products.

Outcome 5.8.   Branding
Apply branding techniques and methods to acquire position in the minds of internal and external customers that is consistent with organizational goals and objectives.

An "X" indicates that the pathway applies to the outcome.

Business Management and Administrative Services	Finance	Marketing
		X

Competencies
5.8.1   Describe the role and importance of customer voice in branding and how this voice may vary across media and channels.
5.8.2   Identify customer touch points, and align branding strategies to ensure appropriate and consistent end-to-end communications and actions.
5.8.3   Determine brand reputation, and develop strategies to protect it.
5.8.4   Determine company's unique selling proposition.
5.8.5   Position products or services to acquire desired business image.
5.8.6   Distinguish between product or service branding and corporate branding.
5.8.7   Develop and implement strategies to build brand by creating relevant, personalized experiences for customers.
5.8.8   Evaluate opportunity costs associated with different branding strategies, and prioritize spending on branding efforts.
5.8.9   Determine and communicate brand values to customers and employees.
5.8.10   Assess customer experiences, and evaluate consistency in delivering on brand values.
5.8.11   Assess product packaging to improve its function and brand recognition (e.g., packaging requirements, graphic design, adequacy).
5.8.12   Identify need to rebrand.
5.8.13   Build brand, and use grassroots and co-branding strategies.

Outcome 5.9.   Marketing Communications

Apply the concepts and determine the strategies needed to communicate information about products, services, images or ideas to achieve desired outcomes that support organizational goals and objectives.

An "X" indicates that the pathway applies to the outcome.

Business Management and Administrative Services	Finance	Marketing
		X

Competencies

5.9.1   Describe types of promotional channels used to communicate with targeted audiences (e.g., word-of-mouth, direct, advertising, social) and the use of public-relations activities and trade shows or expositions.

5.9.2   Explain types of media used in advertising (e.g., print, broadcast, digital, out-of-home, specialty, direct mail, product placement) and the types of advertisements used by those media.

5.9.3   Explain the use of an advertisement's components to communicate with targeted audiences.

5.9.4   Critique advertisements to ensure achievement of goals or objectives.

5.9.5   Explain considerations affecting global marketing communications.

5.9.6   Implement word-of-mouth strategies to build brand and to promote products using word-of-mouth strategies.

5.9.7   Identify product-placement opportunities, and use them to promote products.

5.9.8   Execute direct-marketing strategies to attract attention and to build brand (e.g., direct mail, online advertising, email marketing, websites, social media, podcasts and webcasts, videos and images, mobile, search-engine optimization, crowdsourcing).

5.9.9   Develop and critique content for use in inbound and outbound marketing communications.

5.9.10   Describe design principles to be able to communicate needs to designers or creatives.

5.9.11   Employ publicity to inform audiences of business activities, to create goodwill and to establish or reinforce brand (e.g., press releases, public-service announcements, press kits).

5.9.12   Participate in community outreach involvement that fosters a positive company image and networking.

5.9.13   Employ sales-promotion activities to inform or remind customers of business or product (e.g., signage, slogans and taglines, brand identifiers, frequency or loyalty programs, specialty promotions, special events, trade shows or expositions, web games).

5.9.14   Apply display techniques to attract customers and increase sales potential (e.g., types of arrangements, display maintenance, display creation, set-up and dismantling; signage, selection of fixtures and forms, lighting, point-of-sale displays).

Outcome 5.10.   **Marketing Communications Management**

Plan and control marketing communications activities consistent with brand guidelines, organizational and departmental strategies and marketing plans and budgets.

An "X" indicates that the pathway applies to the outcome.

Business Management and Administrative Services	Finance	Marketing
		X

Competencies

5.10.1   Identify and evaluate inbound and outbound marketing communications tactics and strategies, and recommend improvements.

5.10.2   Negotiate media buys and placement to enhance return on investment.

5.10.3   Develop and execute visual merchandising strategies to increase interest in product offerings (merchandise placement, on-floor assortments, cross-merchandising, planograms).

5.10.4   Develop marketing or creative briefs to assist with acceptance, design and implementation of promotional strategies by others (e.g., art director, copywriter, website developer).

5.10.5   Evaluate promotional strategies and activities, and recommend improvements.

5.10.6   Describe the role, organization and fee structures of advertising agencies.

5.10.7   Select and collaborate with third-party vendors (e.g., advertising agencies, researchers), and evaluate their work.

5.10.8   Develop and implement digital strategies using responsive design.

5.10.9   Evaluate digital strategies.

Outcome 5.11.   **Selling**

Determine client needs, wants and fears; and respond through planned, personalized communication that influences purchase decisions and enhances future business opportunities.

An "X" indicates that the pathway applies to the outcome.

Business Management and Administrative Services	Finance	Marketing
		X

Competencies

5.11.1   Describe motivational theories that can be used to enhance customer relationships and increase the likelihood of making sales.

5.11.2   Explain the impact of sales and buying cycles on sales activities.

5.11.3   Describe the impact that digital communication is having on selling.

5.11.4   Identify sources of product information that can be used to communicate product benefits and ensure appropriateness of a product for the customer or client.

5.11.5   Perform pre-sales activities to facilitate sales presentation (e.g., prospecting, preliminary customer or client qualification, pre-visit research, appointment booking, sales material preparation and assembly).

5.11.6   Implement sales processes and techniques to enhance customer relationships and increase the likelihood of making sales (e.g., rapport and credibility building, recognizing and responding appropriately to prospect's personality, using buying motives, facilitating buying decisions, questioning to understand prospect, assessing needs in relation to product offerings, demonstrating solution, converting objections to selling points, closing sales, negotiating terms or agreements, overseeing order fulfillment).

5.11.7   Develop and present sales proposal.

5.11.8   Process the sale to complete the exchange, and collect payment from customer to complete sales transactions.

5.11.9   Conduct post-sales follow-up activities to foster ongoing relationships with customers or clients (e.g., follow-up strategies, sales reports, post-sales service, client feedback, self-assessment of performance, ongoing client relationship).

5.11.10   Plan sales activities to increase sales efficiency and effectiveness (sales quotas, strategies to win back former clients, sales-call patterns, sales terms, key accounts, sales plans).

5.11.11   Implement retail sales support activities that facilitate the sales process (delivery, packing and wrapping, special orders, gift certificates, returns or exchanges, retail sales documentation).

5.11.12   Staff sales force to meet customer and organizational objectives (structure of department, sales force size, sales territories).

5.11.13   Develop a system to guide sales staff to improve their success rate and to minimize staff turnover (e.g., sales-training needs, sales training, motivation strategies, field accompaniments, sales meetings).

5.11.14   Develop a system to control sales activities to meet sales goals or objectives (setting sales quotas, analyzing sales reports, monitoring sales performance, designing incentive programs, managing under-performance).

Outcome 5.12. **Marketing Operations**

Apply operational policies to perform procedures and activities that ensure marketing's efficiency and effectiveness.

An "X" indicates that the pathway applies to the outcome.

Business Management and Administrative Services	Finance	Marketing
		X

Competencies

5.12.1	Apply marketing analytics.
5.12.2	Create dashboards and reports to measure marketing performance.
5.12.3	Document and improve marketing processes.
5.12.4	Measure and report marketing return on investment.
5.12.5	Leverage data to recommend personalized, relevant campaigns.
5.12.6	Develop marketing campaign workflows.
5.12.7	Leverage data to support real-time customization of customer interactions.
5.12.8	Identify and evaluate marketing data needs.
5.12.9	Cleanse existing marketing data to maintain relevancy.
5.12.10	Determine sources of relevant, new marketing data, and evaluate options to purchase or sell marketing data.
5.12.11	Develop processes to acquire marketing data from external sources.

Strand 6.   Resource Management

Learners develop a deep understanding of the role of management in organizations and the strategies, processes, procedures and tools needed for efficient, effective management of business information, knowledge and talent.

Outcome 6.1.   Management Fundamentals

Describe business management practices and their contributions to goal achievement and organizational success.

An "X" indicates that the pathway applies to the outcome.

Business Management and Administrative Services	Finance	Marketing
X	X	X

Competencies

6.1.1   Distinguish between management and leadership, and describe the factors that influence management.

6.1.2   Describe decision-making styles (e.g., analytical, abstract or conceptual, intuitive, creative, procedural or directive), and identify the factors that influence their effectiveness.

6.1.3   Describe the types of resources managed in business and their significance in business operations, and explain the differences between managing internal versus external resources.

6.1.4   Explain the purposes and nature of management functions (e.g., strategic and tactical planning, organizing, directing, staffing, controlling), and describe considerations in the business environment that impact their use.

6.1.5   Compare management and motivation theories, and determine appropriate situations in which each would be used.

6.1.6   Explain the expectations-setting process as a motivational strategy and a management control for both upward and downward management.

6.1.7   Describe the nature of global management strategies.

6.1.8   Distinguish among the scope and purposes of data management, information management and knowledge management; and explain legal and ethical considerations associated with each.

6.1.9   Describe knowledge management strategies.

6.1.10   Describe the need for and impact of quality management in organizations.

6.1.11   Explain the role of supply chain management and its contributions to business operations; and identify its activities, measures and issues.

6.1.12   Describe project management processes, skills and knowledge necessary for successful project outcomes.

6.1.13   Contrast operational risk with other types of business risk (e.g., market risk, credit risk, strategic risk).

6.1.14   Identify the factors that contribute to operational risk (e.g., insufficient training, lack of supervision, inadequate security, poor system design, poor human-resources policies).

6.1.15   Describe the nature of organizational development and its impact on business success.

Outcome 6.2. **Information Management**

Institute and evaluate information management tools, policies, procedures and strategies to achieve business unit and organizational goals.

An "X" indicates that the pathway applies to the outcome.

Business Management and Administrative Services	Finance	Marketing
X	X	X

Competencies

6.2.1   Apply information literacy skills to assess information needs, identify and evaluate information quality (e.g., sufficiency, trustworthiness or reliability), and apply information to accomplish a task.

6.2.2   Manage business records to maintain needed documentation (e.g., routing orders, tracking shipments, expense reports, healthcare data, customer data, budget data, quality data, human resources data).

6.2.3   Monitor and audit internal records.

6.2.4   Identify critical artifacts requiring preservation, establish retention guidelines, and archive information according to retention systems and procedures and regulatory requirements.

6.2.5   Select and use tools, systems and processes to manage the preparation of documentation for teams and projects in a cost-effective manner (e.g., agendas, reports, minutes, training materials, RFPs [Requests for Proposal], process analysis charts, diagrams).

6.2.6   Perform scheduling functions to facilitate on-time, prompt completion of work activities (e.g., calendars, travel arrangements and itineraries, meeting arrangements and requests for audio-visual or technical support and information).

6.2.7   Conduct an environmental scan to obtain information on the internal and external business environment and to identify changing conditions and current issues or trends impacting business (e.g, business intelligence, insights).

6.2.8   Conduct information technology needs assessment, and analyze company's data requirements.

6.2.9   Create policies and procedures to protect data and intangibles.

6.2.10   Identify strategies for integrating technology into department or enterprise operations.

Outcome 6.3.   Business Applications

Apply tools, processes and procedures to manage the efficient and effective use of technology to achieve organizational goals.

An "X" indicates that the pathway applies to the outcome.

Business Management and Administrative Services	Finance	Marketing
X		X

Competencies

6.3.1   Distinguish between primary and secondary data, and establish appropriate storage and usage parameters for both data types.

6.3.2   Mine standard databases (e.g., accounting, customer, product, vendor, sales, operations, human resources, patient, supplier, procurement), apply analytical tools, and interpret the findings.

6.3.3   Implement collaborative or groupware and cloud computing applications (e.g., services, application, virtual environments) to facilitate projects and business operations.

6.3.4   Research and use website creation tools to post web pages and storefronts that support multimedia use and achieve operational metrics (e.g., load time, availability, usability, search engine optimization) on multiple devices and platforms.

6.3.5   Research and incorporate visual, interactive and social media content into business communications.

6.3.6   Conduct usability testing, and develop strategies to enhance the usability and scalability of systems and compatibility of applications.

6.3.7   Maintain a multimedia website, and test and post website design changes.

6.3.8   Establish operational performance benchmarks for websites and storefronts (e.g., maintenance and load times) that consider the impact of scalable design requirements (e.g., number of users, bandwidth and content).

6.3.9   Describe the impact of service-level agreements on data processing and management.

6.3.10   Manage data change risks (e.g., change authorization, change documentation, spreadsheet controls, test databases, offsite backups).

6.3.11   Identify the information technology needs of a new business venture, project, product, or service.

Outcome 6.4.   Knowledge Management

Apply systems, strategies and practices to share, organize, store, analyze and facilitate the use of a business's insights, processes, procedures and experiences as a strategic asset.

An "X" indicates that the pathway applies to the outcome.

Business Management and Administrative Services	Finance	Marketing
X		

Competencies

6.4.1   Identify and employ a taxonomy and metadata schema to organize and catalogue information.

6.4.2   Determine the factors that impact the scalability of knowledge management frameworks and the ability for organizations to identify, create or summarize, store, share and apply knowledge in centralized and dispersed environments.

6.4.3   Select and implement offline tools and techniques to gather, document and organize the knowledge residing with employees across the organization (e.g., relational networks, brainstorming, learning and idea capture, peer assist, learning reviews, storytelling, collaborative physical workspace, knowledge cafés, communities of practice).

6.4.4   Select and apply online networks and tools to disseminate knowledge and effective practices (e.g., document libraries, Wikis, blogs, social networking sites or services, knowledge clusters, expert locators, collaborative virtual workspaces, interfaces).

6.4.5   Describe the impact of an organization's knowledge validation and security strategy.

6.4.6   Use knowledge-management metrics to determine the effectiveness of the information system.

6.4.7   Maintain and update knowledge management systems (e.g., incorporate new social networks, identify or create new queries, purge outdated information).

Outcome 6.5.   Human Resources Planning

Plan talent-management activities that align with organizational and human-resources strategy and provide appropriate guidance for talent-management decision-making.

An "X" indicates that the pathway applies to the outcome.

Business Management and Administrative Services	Finance	Marketing
X		

Competencies

6.5.1   Explain the functions of human-resources management.

6.5.2   Describe factors that impact human-resources management (e.g., availability of qualified people, alternative staffing methods, employment laws and regulations, company policies and procedures, total rewards programs, diversity and inclusion, technology).

6.5.3   Describe the impact of an organization's global business strategy, structure and culture on human-resources strategies.

6.5.4   Describe ways that businesses build their employer brand and the brand's significance through human-resources management.

6.5.5   Describe planning techniques used in the hiring process (e.g., succession planning, workforce planning or forecasting, staff and leadership development, sourcing, selection).

6.5.6   Evaluate the use of alternative staffing methods to meet organizational and departmental objectives (e.g., outsourcing, telecommuting, shared responsibilities, flexible work schedules, virtual teams, contracted workers, interns).

6.5.7   Develop or tailor job application forms or blanks.

6.5.8   Develop job descriptions, job specifications and job profiles.

6.5.9   Explain assessment methods used in the hiring process, and choose employment assessments to administer to job applicants based on objectives.

6.5.10   Develop hiring policies and employee-selection procedures.

6.5.11   Develop a short-term staffing plan that supports business needs and facilitates strategic placement of talent.

6.5.12   Compare and contrast staffing and workforce planning.

Outcome 6.6.   Talent Acquisition

Apply policies, procedures and strategies to obtain the best qualified candidates for job positions in union and non-union environments while minimizing associated costs.

An "X" indicates that the pathway applies to the outcome.

Business Management and Administrative Services	Finance	Marketing
X		x

Competencies

6.6.1   Determine staffing needs, and evaluate availability of talent.

6.6.2   Explain factors to consider when hiring different categories of employees (e.g., interns, independent contractors, people with disabilities, older people, non-U.S. citizens).

6.6.3   Develop strategies to market the organization to potential employees.

6.6.4   Identify and implement legally compliant strategies to recruit and track job applicants domestically and internationally.

6.6.5   Write and post job announcements for job openings.

6.6.6   Screen and interview job applicants using culturally appropriate techniques.

6.6.7   Administer employment assessments (e.g., leadership and communication styles, personality or skill assessments) to evaluate character and competency.

6.6.8   Conduct a legally compliant investigation of applicant's background consistent with role, job and regulatory requirements; and investigate potential for growth and development in the business.

6.6.9   Make hiring decisions, and follow up with applicants in a consistent and compliant manner.

6.6.10   Make job offers explaining contingencies underlying the offers, and negotiate employment terms or contracts.

6.6.11   Evaluate effectiveness of recruitment sources (e.g., recruiting firms, social networks), and apply staffing metrics to assess the effectiveness of hiring decisions (e.g., retention or turnover, cost-benefit analysis, costs per hire, selection ratios, adverse impact).

Outcome 6.7.   **Talent Onboarding and Development**

Apply strategies, policies and procedures to orient new hires and provide growth opportunities to engage new and existing union and non-union employees in the workplace.

An "X" indicates that the pathway applies to the outcome.

Business Management and Administrative Services	Finance	Marketing
X	X	X

Competencies

6.7.1   Explain standard relocation practices and expatriation and repatriation issues and practices, and assist with employee relocation and logistics.

6.7.2   Conduct human resources onboarding activities (e.g., employment eligibility verification [I-9 form], tax paperwork, contracts, benefit plans, policy orientation).

6.7.3   Orient talent to organizational culture, values and norms using appropriate techniques (e.g., coaching or mentoring, cross-departmental networking, toolkits, training).

6.7.4   Determine employee and business talent-development needs (task or process analysis, gap or needs analysis).

6.7.5   Determine and obtain resources and tools for talent development, and ensure environment is appropriate for training.

6.7.6   Administer talent-development activities and training, and coach for performance or development using talent-development theories.

6.7.7   Select and administer assessments to evaluate employee learning.

6.7.8   Conduct and document performance reviews to enhance performance and development and to protect the organization.

6.7.9   Apply performance improvement plans to build accountability and strengthen relationships.

6.7.10   Determine when employee corrective measures are needed, and take needed action to address problem or issue (e.g., retraining, reassignment, reprimand, demotion, dismissal, coaching).

6.7.11   Calculate and analyze costs associated with talent-development activities.

6.7.12   Identify leadership-development activities appropriate to the position or level.

6.7.13   Develop and facilitate programs, practices and services that promote the physical and mental well-being of individuals in the workplace.

6.7.14   Make recommendations for succession planning and for the development of a succession and workforce program tied to leadership and staff development.

6.7.15   Facilitate career-development planning.

Outcome 6.8.   **Talent Rewards and Recognition**

Apply strategies, processes and procedures to administer and assess compensation and benefits plans in union and non-unionized environments.

An "X" indicates that the pathway applies to the outcome.

Business Management and Administrative Services	Finance	Marketing
X		

Competencies

6.8.1   Describe compensation methods; their advantages and disadvantages; legal ramifications; and the impact on achievement of corporate, team and individual goals.

6.8.2   Explain compensation issues associated with interns, retirees, consultants or contractors, union agreements and fair pay.

6.8.3   Classify jobs (e.g., Fair Labor Standards Act [FLSA] exempt, non-exempt, Equal Employment Opportunity Commission [EEOC] occupational category); and apply salary ranges, pay grades or bands and benefits eligibility.

6.8.4   Conduct legally acceptable research to determine competitiveness of compensation and benefits.

6.8.5   Explain total rewards strategies (e.g., benefit plans, fitness or wellness programs, retirement plans, executive compensation, alternative work practices, leave techniques, tuition reimbursement).

6.8.6   Evaluate impact of total rewards options (e.g., retirement plans, benefits plans, pay-for-performance, market-based pay system) for employees, and make recommendations to improve value of total rewards options.

6.8.7   Administer total rewards programs and strategies.

6.8.8   Compare company's total rewards practices with those of successful businesses to determine competitiveness of offerings.

Outcome 6.9.   Employee Engagement, Experience and Relations
Identify and administer strategies, policies, activities and procedures to promote employee
satisfaction, engagement and retention and to minimize costs.

An "X" indicates that the pathway applies to the outcome.

Business Management and Administrative Services	Finance	Marketing
X	X	X

Competencies
6.9.1   Explain the impact and cost of dissatisfied or disengaged employees, and identify the factors
         contributing to employee satisfaction and engagement.
6.9.2   Recognize or reward employees for their work efforts and contributions.
6.9.3   Coach or mentor employees on issues to improve performance.
6.9.4   Implement processes to promote equitable opportunities for employees.
6.9.5   Address and document employee issues, and recommend resolutions.
6.9.6   Identify issues associated with a diverse team (e.g., generational, ethnic, gender, religious) to
         achieve organizational inclusion objectives.
6.9.7   Champion and leverage workplace diversity and inclusion to achieve workplace objectives.
6.9.8   Use community involvement as a talent acquisition, development and retention strategy (e.g.,
         determine interest in community activities, coordinate involvement).
6.9.9   Assess employer-employee relationships and talent engagement strategies, resolving identified
         issues.
6.9.10   Delegate work to others, and assist with prioritizing work responsibilities.

Outcome 6.10.　　　　Human Resource Operations

Develop, implement and evaluate the day-to-day policies, procedures and activities that are used to ensure efficient, effective human-resources management.

An "X" indicates that the pathway applies to the outcome.

Business Management and Administrative Services	Finance	Marketing
X		

Competencies

6.10.1　Develop methods to facilitate the coaching and mentoring of supervisors to assist them in implementing performance appraisals.

6.10.2　Process human-resource compliance paperwork, and complete required reporting (e.g., workers' compensation claims, Occupational Safety and Health Administration [OSHA] documents, employment documents, fair medical leave, disability, unemployment).

6.10.3　Facilitate career transitions of employees.

6.10.4　Identify and analyze the costs and benefits of implementing innovative approaches to human-resources management.

6.10.5　Identify performance-management systems and written performance-management procedures appropriate to organizational size and values.

6.10.6　Communicate policies and procedures to staff through an employee handbook and policy and procedures manual.

6.10.7　Establish performance improvement plans and processes.

6.10.8　Determine the extent and causes of employee turnover, identify corrective measures, and make recommendations to manage the issues arising from employee turnover.

6.10.9　Analyze and report on the cost of turnover, lost time and ineffective employee relations.

6.10.10 Demonstrate human-resources management's contribution to organizational effectiveness (e.g., human-resources management analytics) using objective evidence.

6.10.11 Describe talent-management issues associated with organizational changes (e.g., rightsizing, downsizing, talent reallocation, organizational restructuring or redesign).

6.10.12 Conduct talent-management audit (e.g., identify key persons, identify at-risk employees).

Strand 7. Operations Management

Learners apply business operational principles to plan, organize and monitor an organization or department's day-to-day activities to ensure continued business functioning and maximize contribution to organizational goals and objectives.

Outcome 7.1. Safety, Health and Security

Develop, administer and manage policies and procedures to promote business safety, health and security and to reduce risk of loss.

An "X" indicates that the pathway applies to the outcome.

Business Management and Administrative Services	Finance	Marketing
X		

Competencies

7.1.1   Promote adherence to health and safety regulations to support a safe work environment.

7.1.2   Identify needed safety and security policies and procedures to protect organizational stakeholders (e.g., employees, contractors, directors and officers, customers, guests and visitors).

7.1.3   Identify types of hazardous materials, and describe their impact on human health and environmental resources.

7.1.4   Describe the requirements for the treatment, storage and disposal of hazardous materials; and evaluate the impact of hazardous material releases on organizational performance.

7.1.5   Identify strategies for protecting business's digital assets, customer data and other confidential business information.

7.1.6   Develop policies, procedures, performance aids and monitoring activities to promote and support workplace safety and security goals

7.1.7   Conduct safety inspections.

7.1.8   Develop and implement programs containing safety and security policies and procedures to minimize risk.

7.1.9   Recommend emergency response, business recovery, and incidence response plans based on available organizational and community resources.

7.1.10 Conduct business continuity and disaster reaction exercises.

7.1.11 Investigate safety and security incidents.

7.1.12 Evaluate the impact of third-party (e.g., supplier, contractor, foreign joint venture) workplace incidents on business reputation, brand and performance; and describe strategies to reduce risk.

7.1.13 Adjust emergency and incidence response plans to address hazardous materials' presence or release.

Outcome 7.2.   Sourcing and Procurement

Implement sourcing and procurement activities to obtain resources that enable achievement of organizational goals and objectives and to enhance the organization's financial wellbeing.

An "X" indicates that the pathway applies to the outcome.

Business Management and Administrative Services	Finance	Marketing
X	X	X

Competencies

7.2.1   Differentiate among purchasing, procurement and sourcing.

7.2.2   Identify potential sources of materials or services locally, nationally and globally; and make purchases.

7.2.3   Evaluate the impact of using global sources.

7.2.4   Manage the bid or contracting process (e.g., bid specification, vendor or supplier search, bid review, selection of vendor) to achieve business goals.

7.2.5   Negotiate vendor contracts with suppliers (e.g., service and maintenance, supplies, system development).

7.2.6   Monitor and evaluate vendor performance and relationships (e.g., supplier visits, scorecards).

7.2.7   Determine organizational strategies (e.g., quality, availability, productivity, sustainability, supply chain management, corporate social responsibility, ethical business practices) impacting expense control options, and incorporate them into expense control plans.

7.2.8   Implement expense control strategies (e.g., reduce use of supplies or services, develop budgets, review overhead or operating costs, renegotiate contracts).

7.2.9   Identify opportunities to incorporate operational objectives into the procurement process (e.g., supplier diversity initiatives, supply chain management goals, regulatory compliance).

7.2.10 Evaluate whether to make or buy products.

7.2.11 Assess the impact of accepting gifts on procurement decisions, business performance and brand image.

Outcome 7.3.   Inventory Management

Plan, acquire, maintain and monitor inventory to support the achievement of organizational goals.

An "X" indicates that the pathway applies to the outcome.

Business Management and Administrative Services	Finance	Marketing
X	X	X

Competencies

7.3.1   Calculate the cost of carrying inventory.

7.3.2   Identify the advantages and disadvantages of Just-in-Time(JIT) inventory processes.

7.3.3   Describe the factors considered in establishing inventory thresholds (e.g., tolerance for stock-outs, supply chain process goals).

7.3.4   Maintain inventory systems and controls to efficiently monitor, safeguard and replenish inventory (e.g., JIT, Lean, FIFO, LIFO, inventory counts) based on usage levels, lead times and forecasts.

7.3.5   Use demand forecasts and capacity planning strategies (e.g., lead strategy, lag strategy, match strategy).

7.3.6   Create a master production schedule.

7.3.7   Evaluate the effectiveness and efficiency of a production schedule.

7.3.8   Allocate and track merchandise stock by classification, department, class, vendor and location.

7.3.9   Implement category management processes.

7.3.10 Plan merchandise flow for timely delivery (e.g., turnover, lead time, peak seasons, delivery dates).

7.3.11 Determine shelf space allocation.

7.3.12 Assess distribution strategies (sales or stock performance, inventory status or performance) using performance metrics.

7.3.13 Conduct inventory valuation.

7.3.14 Determine potential inventory issues, and develop backup options to obtain needed materials and maintain operations.

7.3.15 Describe how inventory management principles apply to intangible services (e.g. insurance website).

Outcome 7.4.   Quality Management

Design, implement, and manage quality-control processes to minimize errors, expedite workflow, and achieve performance objectives at a reasonable cost, using continuous improvement techniques (e.g., lean, Six Sigma or DMAIC [i.e., Define, Measure, Analyze, Improve and Control]).

An "X" indicates that the pathway applies to the outcome.

Business Management and Administrative Services	Finance	Marketing
X	X	X

Competencies

7.4.1   Describe the nature of quality, and identify quality-control measures and techniques.

7.4.2   Explain the components of a quality plan, its purpose for the organization, the development process and the role of employees and data integrity in the process.

7.4.3   Evaluate the impact of quality on internal and external brand experience, reputation, financial performance (e.g., healthcare reimbursement), procurement and sourcing options and process design.

7.4.4   Utilize quantitative and qualitative quality control measures and methods to evaluate prevention, appraisal and internal and external failures (e.g., mean time to failure, mean time to repair, training scores, scrap analysis, complaint analysis, warranty analysis).

7.4.5   Describe common elements and different types of documentation systems and their role in quality assurance and quality control (e.g., configuration management, quality manual, document control).

7.4.6   Analyze and report quality of products and services using recognized quality standards and specifications.

7.4.7   Describe validation and qualification methods used in new or revised products, processes and services (e.g., alpha and beta testing, first-article, customer satisfaction surveys).

7.4.8   Select, apply and interpret quality tools to manage the quality process (e.g., flowcharts, Pareto charts, cause-and-effect diagrams, check sheets, scatter diagrams, histograms).

7.4.9   Develop a plan for quality improvement.

Outcome 7.5.   Facilities Management

Plan, maintain and monitor property and equipment to facilitate ongoing business activities.

An "X" indicates that the pathway applies to the outcome.

Business Management and Administrative Services	Finance	Marketing
X		

Competencies

7.5.1   Identify routine activities for maintaining, disposing, retiring and replacing business facilities and equipment.

7.5.2   Implement a preventive maintenance program that considers workflow efficiencies and production requirements.

7.5.3   Monitor, evaluate and improve maintenance program.

7.5.4   Identify waste-reduction opportunities to improve costs, reduce environmental impact or obtain LEED certification.

7.5.5   Determine opportunities to "green" the workplace.

7.5.6   Evaluate the feasibility of obtaining LEED certification using LEED project site factors and evaluation criteria.

7.5.7   Evaluate emergency preparedness.

7.5.8   Describe factors to consider in managing space-renovation projects.

7.5.9   Develop a strategy to optimize the use of a facility's space to lower operating costs (e.g., space planning).

7.5.10   Evaluate options for securing facilities and office space to support growth, risk mitigation strategies (e.g., off-site data centers) and new ventures.

Outcome 7.6.   Distribution and Logistics Management
Coordinate the movement of materials and information into an organization and the movement of finished products and services out of an organization efficiently and effectively to achieve organizational goals.

An "X" indicates that the pathway applies to the outcome.

Business Management and Administrative Services	Finance	Marketing
X		

Competencies
7.6.1   Explain the elements that influence the design of transportation, distribution and logistical strategies (e.g., geographical locations, transportation costs, storage capacities, process design, regulations).
7.6.2   Compare and contrast the transportation systems for tangible and intangible items (e.g., natural gas, electricity, telecommunications).
7.6.3   Analyze the cost structure and advantages and disadvantages of different transportation modes.
7.6.4   Analyze the impact of warehouse size and space layout on inventory management options, materials handling and logistical requirements.
7.6.5   Implement receiving and fulfillment processes to meet organizational goals.
7.6.6   Explain the impact of packaging on achievement of organizational goals, and choose appropriate packaging materials to pack products.
7.6.7   Develop and manage transportation plans or networks to meet customer requirements and to comply with domestic and international regulations.
7.6.8   Implement processes to comply with export or import licensing regulations and obtain releases and clearances to export products.
7.6.9   Describe commonly used metrics for evaluating transportation efficiency and effectiveness.
7.6.10 Execute product tagging and coding to track the movement of goods.
7.6.11 Examine reverse logistics' processes and costs, and describe strategies used to reduce costs.

Outcome 7.7.   Supply Chain Management
Conduct supply chain management activities to coordinate supply-chain design and operations to achieve organizational goals and objectives.

An "X" indicates that the pathway applies to the outcome.

Business Management and Administrative Services	Finance	Marketing
X		

Competencies
7.7.1   Discuss the relationship between economic output and a society's standard of living.
7.7.2   Analyze the effects of inputs and outputs on productivity levels.
7.7.3   Describe supply chain's impact on customer satisfaction and perceived value.
7.7.4   Describe supply chains, and explain their integration with and influence on business activities and functions (e.g., product development, production, marketing, finance).
7.7.5   Trace and track the end-to-end supply-chain network.
7.7.6   Measure supply chain effectiveness, efficiency, adaptability and sustainability.
7.7.7   Evaluate risk factors and social economic trends affecting supply chain systems and the range of decisions available to management (e.g., sustainability focus, industry self-regulatory standards, globalization).
7.7.8   Identify opportunities to improve supply-chain processes through service levels, quality or cost enhancements.
7.7.9   Implement supply-chain management strategies.
7.7.10 Compare challenges in supply chain design and operations for national and multinational organizations.
7.7.11 Select strategies for improving customer and supplier relationships to support achievement of supply-chain goals.

Outcome 7.8.   Operations Risk Management

Identify and execute strategies to reduce the risk of loss from operational failures to acceptable levels.

An "X" indicates that the pathway applies to the outcome.

Business Management and Administrative Services	Finance	Marketing
X		

Competencies

7.8.1   Compare the costs of routine operational failures (e.g., execution errors, accidents, processing failures) with non-routine operational failures (e.g., fraud, conscious violation of professional ethics, acts of nature).

7.8.2   Identify foreign influences that increase the risk of routine and non-routine operational failures in multinational corporations.

7.8.3   Describe strategies for reducing the risk of routine and non-routine operational risk as staffing size and organizational complexity increase (e.g., automation, procedures, checklists).

7.8.4   Describe factors that create a chain of trust in the tracking of physical and non-physical assets.

7.8.5   Identify the operational risk factors associated with new ventures or business changes (e.g., new product, market, system, process).

7.8.6   Develop alternative strategy for performing operational duties in a disaster situation.

Strand 8. Process Management

Learners apply principles of business-process management to define, execute, visualize, analyze, measure and improve processes to achieve organizational goals.

Outcome 8.1. Business Process Analysis

Conduct business process analysis to identify, analyze, and solve business problems and improve process performance.

An "X" indicates that the pathway applies to the outcome.

Business Management and Administrative Services	Finance	Marketing
X	X	X

Competencies

8.1.1   Explain approaches for documenting business processes that identify risks, controls and performance issues.

8.1.2   Document the process activities, records or information and systems involved in business activities (e.g., developing new products, acquiring new customers, producing inventory for sale, selling goods and services, managing people).

8.1.3   Identify process requirements and performance expectations.

8.1.4   Identify measurements and metrics for evaluating process effectiveness and efficiency.

8.1.5   Identify and select approaches for acquiring and evaluating quantitative and qualitative business-process data (e.g., observation, re-performance, surveys, data analysis).

8.1.6   Identify a business problem, define data needs and constraints and assumptions, and communicate the scope of a business analysis project.

8.1.7   Make recommendations for areas of improvement in a business process, and quantify the costs and benefits.

Outcome 8.2.   Data Research and Analysis

Apply structured approaches and tools to capture, analyze, and interpret data to assist in the achievement of organizational goals.

An "X" indicates that the pathway applies to the outcome.

Business Management and Administrative Services	Finance	Marketing
X	X	X

Competencies

8.2.1   Create databases to capture and manipulate structured data for problem-solving and business needs (e.g., reporting, compliance).

8.2.2   Distinguish among normal and abnormal variations, causality and correlation in patterns.

8.2.3   Explain factors used to select appropriate data analysis techniques (e.g., if-then rule, similarity-driven model, equation models, linear or non-linear regression).

8.2.4   Identify challenges associated with data analysis, implications on problem solving and potential solutions (e.g., if-then rule, missing data, microdata).

8.2.5   Explain factors used to challenge the usability of rules (e.g., support, confidence, target model performance [lift], actionable).

8.2.6   Describe the nature of mining unstructured data (e.g., online discussion forums, social networks, call scripts).

8.2.7   Evaluate data structures using data tables and field mapping.

8.2.8   Develop specifications that produce accurate and properly reported data.

8.2.9   Use statistical methods and software systems to aid in data interpretation.

8.2.10 Preserve, convert, or migrate existing data files; and analyze data using computer programs and scripts.

8.2.11 Integrate data mining (analytics) into business operations (e.g., issue identification, network analytics, web analytics, fraud analytics, customer analytics, risk analytics, web analytics).

Outcome 8.3.   **Project Management**

Plan, manage, monitor and control projects to improve workflow, minimize costs and achieve intended project outcomes using planning and project-management tools.

An "X" indicates that the pathway applies to the outcome.

Business Management and Administrative Services	Finance	Marketing
X	X	X

Competencies

8.3.1   Compare and contrast the role and responsibilities of project sponsors, project managers, and project team members.

8.3.2   Explain the impact of expectation setting on project outcomes.

8.3.3   Define project objectives, scope, outputs, and resource requirements (i.e., project charter and statement of work).

8.3.4   Document, sequence, allocate, and schedule activities to facilitate on-time and on-budget completion of project by qualified resources.

8.3.5   Manage project scope and activities as project progresses (e.g., identify scope changes, monitor critical path, update project activities).

8.3.6   Manage project schedule, resources, costs and quality as project progresses (e.g., review project completion status, identify potential delays, review costs, review drafts).

8.3.7   Monitor and communicate project status, issues and changes to stakeholders.

8.3.8   Manage the project team throughout the project to reduce conflict, minimize rework, and meet the project objectives (e.g., enforce ground rules, identify and provide training, facilitate cross-team communications, catalog and resolve issues, provide feedback).

8.3.9   Close project (e.g., obtain buyer acceptance, finalize billing, archive documentation).

8.3.10 Evaluate project results (e.g., compare project results to expectations, conduct surveys, review lessons learned), and recommend follow-up actions.

Outcome 8.4.   **Contract Oversight**

Administer contracts to achieve organizational goals and minimize risk.

An "X" indicates that the pathway applies to the outcome.

Business Management and Administrative Services	Finance	Marketing
X	X	X

Competencies

8.4.1 Distinguish among types of contracts (e.g., oral, written, implied, transferable, nontransferable, vendor contracts, labor agreement, statement of work, master services agreement, letters of intent, memoranda of understanding).

8.4.2 Explain contract components and their associated risks, terms and conditions.

8.4.3 Identify financial arrangements in contracts and the financial information required to verify compliance with the contract terms (e.g., cost plus pricing, contingent pricing, time and materials pricing, profit-sharing, percentage-based fees).

8.4.4 Identify contract terms that might restrict future business activity (e.g., required credit rating, maximum debt-to-equity ratio, minimum cash reserve, prohibited lease transactions, shared information).

8.4.5 Identify contract terms that mandate reporting of financial and non-financial information, and establish processes to collect and submit required information.

8.4.6 Develop process to monitor contract terms for compliance and to protect against breach of contract or default.

8.4.7 Determine strategies to manage compliance of outsourced and hosted service providers.

8.4.8 Describe options available to resolve breach of contract efficiently and effectively to reduce business loss (e.g., renegotiation of terms, settlement).

8.4.9 Explain factors considered when evaluating acceptance of offers.

8.4.10 Plan for contract terminations.

8.4.11 Maintain contract compliance documentation for required timeframe.

Outcome 8.5.   Financial Operations

Develop foundational skills and knowledge to execute the operational processes in financial institutions.

An "X" indicates that the pathway applies to the outcome.

Business Management and Administrative Services	Finance	Marketing
	X	

Competencies

8.5.1   Describe lines of business (e.g., retail, commercial), and identify products and product features.

8.5.2   Describe functions of operations departments in financial-services companies (i.e., banking, insurance, and securities operations), and explain their interdepartmental and intercompany dependencies.

8.5.3   Perform transaction-execution support, recording, processing and settlement (e.g., input deposit, process check, record securities buy or sale, scan and index documents).

8.5.4   Manage customer accounts in accordance with policies and governmental mandates (e.g., verify information, complete required forms, report mandated information).

8.5.5   Explain segregation of duties controls (e.g., dual vault control).

8.5.6   Analyze unique physical and information security risk factors applicable to financial services.

8.5.7   Recommend strategies to address the unique physical and information security risk factors applicable to financial services.

8.5.8   Perform daily branch operating procedures (e.g., process cash deposits and withdrawals, perform currency exchanges, balance drawer).

8.5.9   Use techniques to underwrite loan and insurance applications.

8.5.10 Service loans and accounts in accordance with applicable regulations (e.g., mortgage, trust, agency).

8.5.11 Handle problem loans and accounts.

8.5.12 Investigate and process insurance claims (e.g., conduct interviews, inspect property, review medical reports, assign value, compile report).

8.5.13 Negotiate insurance claims.

8.5.14 Analyze claim activity for fraud.

8.5.15 Calculate, record and analyze commissions.

Outcome 8.6.   Medical Operations

Develop foundational skills and knowledge to execute the operational processes in medical offices.

An "X" indicates that the pathway applies to the outcome.

Business Management and Administrative Services	Finance	Marketing
X		

Competencies

8.6.1   Register, screen and direct patients and non-patient visitors.

8.6.2   Adapt patient handling approach to address cultural needs of different patient groups (e.g., elderly, non-native English speaking).

8.6.3   Prepare data for a referring physician.

8.6.4   Recognize and respond to medical emergencies based on protocols, standard triage procedures and first aid and cardiopulmonary resuscitation (CPR) practices.

8.6.5   Conduct telephone triage procedures to obtain information required to identify urgency of needs and to direct phone calls properly.

8.6.6   Determine the cause of denied insurance claims, and recommend follow-up actions to resolve claims.

8.6.7   Process payments on accepted insurance claim, and post adjustments and write-offs.

8.6.8   Initiate procedures to collect remaining balances (e.g., bill patient responsibility, initiate secondary insurance claim).

8.6.9   Analyze and establish fee schedules and discounts.

8.6.10 Manage a scheduling and registration system (e.g., monitor patient flow, verify insurance coverage, confirm appointments, process referrals).

8.6.11 Complete and maintain the medical office credentialing process.

8.6.12 Prepare for on-site inspection by credentialing authority.

Outcome 8.7.   Medical Billing and Coding

Code and bill medical procedures in accordance with applicable requirements and guidelines.

An "X" indicates that the pathway applies to the outcome.

Business Management and Administrative Services	Finance	Marketing
X		

Competencies

8.7.1   Explain the need for standardized patient terminology in insurance coding and processing.

8.7.2   Identify coding conventions used to obtain standardization.

8.7.3   Explain the health-care insurance system and factors impacting processing and payment of insurance claims (e.g., eligibility, insurance networks, primary and secondary providers).

8.7.4   Identify the appropriate section of authorized resources (e.g., ICD-10-CM alphabetical index and tabular list) to locate and assign a code at the highest level of detail required for the code to be valid.

8.7.5   Identify condition modifiers that impact code selection (e.g., acute or chronic condition, late effects, secondary manifestations or complications, threatened condition, laterality, syndromes).

8.7.6   Identify diagnoses and conditions that have specific coding guidelines in addition to general guidelines (e.g., Human Immunodeficiency Virus [HIV], antibiotic resistant infections, sepsis, neoplasms, blood diseases), and evaluate factors influencing the reporting and collection of data on these diagnoses or conditions.

8.7.7   Code diseases for human anatomical systems (e.g., endocrine, nervous, circulatory, respiratory, digestive, musculoskeletal).

8.7.8   Code obstetric and perinatal conditions and progressions.

8.7.9   Code external causes of injury, poisoning and morbidity.

8.7.10 Code outpatient services.

8.7.11 Distinguish between principal diagnosis and additional diagnoses.

8.7.12 Complete required procedures and insurance forms for private insurance carriers, self-pay patients and government-insured patients using the coding of the International Classification of Diseases (ICD10) and Current Procedural Terminology (CPT) coding systems.

8.7.13 Identify required data elements, and manage the conversion of patient information to electronic medical records (e.g., manage data collection; process consent forms; input, review, edit documents).

Strand 9.　　　　　Financial Analysis and Evaluation

Learners apply principles of financial and managerial accounting to accurately summarize, record, report and analyze financial data; evaluate investment opportunities and businesses; and recommend portfolio investments.

Outcome 9.1.　　　　Financial Principles
Apply tools, strategies and systems to plan and monitor the use of financial resources.

An "X" indicates that the pathway applies to the outcome.

Business Management and Administrative Services	Finance	Marketing
X	X	X

Competencies

9.1.1　Compare and contrast types of business, types of business ownership and the role of profit and taxes in influencing business structure.

9.1.2　Explain the principles of domestic and international financial exchange that influence business strategy (e.g., forms of exchange, types of currency, time value of money).

9.1.3　Explain the impact of tariffs, dumping and prohibited transaction rules on the financial performance of foreign operations.

9.1.4　Determine risks to short-term and long-term business strategy using critical information on financial documents (e.g., pay register, bank statements, income tax forms, financial statements).

9.1.5　Explain how accounting and accounting standards impact business financial performance, and distinguish between cash and accrual methods of accounting.

9.1.6　Distinguish among profit, cash flows and return-on-investment (ROI) measures; and identify factors that could cause different outcomes within these three measures of business performance.

9.1.7　Interpret cost-benefit analysis and revenue analysis (e.g., total revenue, marginal revenue, output, profit).

9.1.8　Describe fiscal year and the factors driving businesses to select different fiscal years in different industries.

9.1.9　Calculate sales and financial ratios.

9.1.10　Forecast sales, and interpret financial ratios.

9.1.11　Calculate insurable losses.

9.1.12　Review and analyze business tax returns to profile a business.

9.1.13　Compare and contrast financing options for domestic and international markets.

9.1.14　Monitor and calculate profitability and return on investment (ROI).

9.1.15　Explain the impact of net present value and opportunity costs on capital investment decisions.

Outcome 9.2.   Corporate Investments

Implement tools and strategies to evaluate business performance for investment purposes.

An "X" indicates that the pathway applies to the outcome.

Business Management and Administrative Services	Finance	Marketing
	X	

Competencies

9.2.1   Identify sources of and interpret securities information.

9.2.2   Interpret changes in equity.

9.2.3   Explain capital markets and corporate valuation models used in finance.

9.2.4   Compare business performance within and across industry sectors using financial analysis (e.g., ratio analysis, trend analysis, fundamental analysis).

9.2.5   Predict business performance using financial statements and financial analysis, and describe the limitations of financial analysis.

9.2.6   Describe how a business's financial needs at different stages of development may impact performance and company value.

9.2.7   Explain how business decisions influence capital market prices (i.e., stocks and bonds) and company value.

9.2.8   Predict bankruptcy potential for a business.

9.2.9   Compare asset allocation strategies, risk profiles and investment objectives.

9.2.10 Select investments that generate revenue for clients, comply with securities laws and regulations, fit within diversification and portfolio management strategies and achieve client's financial goals and objectives.

Outcome 9.3.   Financial Risk Management

Implement tools and strategies to evaluate business performance for investment purposes.

An "X" indicates that the pathway applies to the outcome.

Business Management and Administrative Services	Finance	Marketing
	X	

Competencies

9.3.1   Evaluate and forecast company performance using business ratios (e.g., liquidity ratios, efficiency ratios, debt leverage ratios, market ratios) and peer-to-peer comparisons; and identify incongruent relationships for further review.

9.3.2   Calculate internal performance measures (e.g., product-line profitability, business unit profitability, return on investments, working capital).

9.3.3   Calculate cash needs using the time value of money.

9.3.4   Analyze the impact of changes in benchmark rates on lending and borrowing costs (e.g., fed funds rate, 10-year treasury rate, London Interbank Offered Rate [LIBOR]).

9.3.5   Set achievable business financial goals using internal and external economic indicators.

9.3.6   Measure cost-effectiveness of expenditures.

9.3.7   Analyze transactions and accounts (e.g. purchases, sales, sales returns and allowances) to identify manageable risks and opportunities.

9.3.8   Determine aspects of international corporate finance impacting company performance (e.g., transaction exposure, financing costs).

9.3.9   Determine financial risk-management techniques and associated risks (e.g., derivative contracts, insurance, indemnity agreements, self-insured retentions, captives).

9.3.10 Describe factors influencing retirement plan administration and selection of an administrative agent.

Outcome 9.4.   Internal Controls

Establish suitable internal controls to ensure the proper recording and reporting of transactions in compliance with applicable standards.

An "X" indicates that the pathway applies to the outcome.

Business Management and Administrative Services	Finance	Marketing
X	X	

Competencies

9.4.1   Describe the impact of financial reporting and internal control regulations on control requirements (e.g., Sarbanes-Oxley Act of 2002, Dodd-Frank Wall Street Reform Act, Model Audit Rule, Government Accountability Standards).

9.4.2   Assess and identify the risk of errors and fraud in transactions and accounts (e.g., unusual activity, abnormal variations).

9.4.3   Assess the effectiveness of internal controls.

9.4.4   Develop and implement internal control procedures (e.g., cash controls, inventory controls, payroll controls, capital asset controls, data protection, personal information controls).

9.4.5   Inspect and ensure the continued functioning of internal controls.

9.4.6   Analyze the impact of organizational growth and complexity on the effectiveness of internal controls.

Outcome 9.5. **Financial Accounting**

Track, record, and summarize financial transactions to enable accurate reporting of financial activity to external parties.

An "X" indicates that the pathway applies to the outcome.

Business Management and Administrative Services	Finance	Marketing
	X	

Competencies

9.5.1 Describe how basic accounting principles and requirements of accounting-standards setting bodies impact the accounting and auditing process (e.g., Generally Accepted Accounting Principles [GAAP], required set of financial statements).

9.5.2 Explain the accounting concepts that form the basis for accounting systems that comply with GAAP (e.g., accounting cycle, accounting method, accounting equation).

9.5.3 Create a GAAP-compliant chart of accounts providing a sufficient level of detail to support other managerial objectives (e.g., cost center reporting).

9.5.4 Predict balance sheet changes using the accounting equation and account characteristics (e.g., debit or credit).

9.5.5 Classify and record standard business transactions (e.g., cash, accounts receivable, accounts payable, inventory, plant assets) to the general ledger using journals and reconciliation rules to reduce errors.

9.5.6 Identify, evaluate and determine the accounting for nonstandard transactions.

9.5.7 Record adjusting entries, closing entries and post-closing correcting and reversing entries to general ledger accounts using journals (e.g., depreciation, allowances, consolidation).

9.5.8 Classify asset and liability accounts into current and non-current categories.

9.5.9 Manage accounting processes in accordance with accounting standards and organizational policies and procedures (e.g., cash, accounts receivable, accounts payable, inventory usage valuation, payroll expenses and benefits, long-term assets, intangible assets).

9.5.10 Summarize accounting data in trial balances, worksheets and financial statements.

9.5.11 Perform procedures to validate accuracy of accounting data, to identify errors and to make corrections (e.g., review trial balance, reconcile cash, proof ledgers, count inventory).

9.5.12 Calculate and process tax and benefit payments.

9.5.13 Perform automated accounting functions using available hardware and software applications.

9.5.14 Identify and preserve accounting information in compliance with regulations and policies.

Outcome 9.6.   **Financial Reporting and Auditing**
Perform specialized accounting; and summarize, report and evaluate the accuracy of a company's financial information.

An "X" indicates that the pathway applies to the outcome.

Business Management and Administrative Services	Finance	Marketing
	X	

Competencies
9.6.1   Explain the importance of accurately reporting a business's financial position and activities, the types of systems that are used for that purpose (i.e., tax systems, financial and cost systems) and the linkage to operational systems (i.e., enterprise systems).
9.6.2   Determine the level and type of reporting required to achieve business objectives; and comply with regulatory requirements (e.g. compilation, audit, GAAP, International Financial Reporting Standards [IFRS], Small- and Medium-Sized Entities [SME] Financial Reporting Framework, fund accounting).
9.6.3   Account for partnership activity and allocation of partnership profits and losses in accordance with partnership agreements.
9.6.4   Account for corporate equity activity (e.g., stock issuance, dividends, stock repurchases).
9.6.5   Account for specialized transactions (e.g., acquisitions, disposals).
9.6.6   Describe the elimination process to account for consolidated entities and the purpose of consolidated financial reports.
9.6.7   Determine accounts and transactions requiring adjustments for local versus international accounting requirements.
9.6.8   Identify tax accounting differences (e.g., accelerated depreciation).
9.6.9   Analyze financial statements and accounts to prepare supplemental schedules and reports that comply with reporting requirements (e.g., notes to financial statements, management discussion and analysis, sustainability disclosures, earnings per share disclosure).
9.6.10 Prepare and file financial reports and business tax returns.
9.6.11 Identify the requirements associated with planning, conducting, supervising and reporting the results of internal and external audits in accordance with auditing and attestation standards and state regulations.
9.6.12 Comply with internal and external confidentiality and non-disclosure requirements.

Outcome 9.7.   Managerial Accounting

Track, report and analyze a company's financial information to enable decision-making by internal parties.

An "X" indicates that the pathway applies to the outcome.

Business Management and Administrative Services	Finance	Marketing
X	X	X

Competencies

9.7.1   Select cost accounting technique, and determine processes and procedures required to effectively and efficiently implement it.

9.7.2   Track and allocate costs to projects and cost centers (e.g., job order cost sheets, standard cost application, overhead calculation).

9.7.3   Apply cost accounting techniques to challenge prices and to calculate cost of goods sold (e.g., job and process costing, activity-based costing).

9.7.4   Calculate break-even; and analyze cost, volume and profit variances (c-v-p).

9.7.5   Set break-even and c-v-p targets.

9.7.6   Apply cost and revenue data for short-term and long-term decision-making, strategic planning and forecasting.

9.7.7   Project future revenues and expenses for budgeting and forecasting purposes.

9.7.8   Interpret pro-forma financial statements (e.g., balance sheet, income statement, cash flow statement) to determine impact of a proposed action.

9.7.9   Develop budgeting process (e.g., top-down, bottom-up, incremental) to support business goals and objectives.

9.7.10 Prepare budget and forecast reports (e.g., overhead, production, operating, capital expenditure) and budgeted operating statements using preliminary budget detail.

9.7.11 Calculate quality costs (e.g., prevention, appraisal, failure).

9.7.12 Improve budgeting and forecasting accuracy.

Strand 10.   Strategic Management

Learners apply principles of corporate planning and analysis, product development, and cash and capital management to manage the liquidity and solvency of an organization; define strategies; and establish tactical plans to successfully implement strategies.

Outcome 10.1.   Strategic Planning
Implement planning tools to guide organization's or department's activities.

An "X" indicates that the pathway applies to the outcome.

Business Management and Administrative Services	Finance	Marketing
X	X	X

Competencies

10.1.1 Describe the strategic-planning process in an organization and the relationship between strategic planning, organizational business plans and departmental plans.

10.1.2 Define business mission.

10.1.3 Translate the business mission into departmental imperatives.

10.1.4 Conduct an organizational or departmental situational analysis of the internal and external environment to support development of a strategic plan.

10.1.5 Identify and benchmark key performance indicators (e.g., dashboards, scorecards) and key risk indicators.

10.1.6 Develop and communicate time-bound company or departmental vision, goals and objectives.

10.1.7 Develop strategic action plans at the departmental level to achieve goals and objectives (e.g., marketing, research and development, procurement, production, human resources, information technology).

10.1.8 Track achievement of goals and objectives using benchmarking techniques and internal information.

10.1.9 Determine the effectiveness of the strategic-planning process.

10.1.10 Describe the process and structure of business planning.

Outcome 10.2.   **Strategic Execution**

Apply the principles and concepts used to align organizational and departmental strategies with tactical execution plans.

An "X" indicates that the pathway applies to the outcome.

Business Management and Administrative Services	Finance	Marketing
X	X	X

Competencies

10.2.1 Identify activities required to support the strategic goals, objectives and plans of the organization; and adjust departmental focus.

10.2.2 Identify functions, skills and capabilities required to execute strategy; and determine whether those skills and capabilities are present or available.

10.2.3 Compare options for departmental structure, and evaluate their ability to support plan execution (e.g., in-house or outsourced; centralized, remote, hybrid; cross-functional teams or specialized groups).

10.2.4 Describe the relationship of departmental strategies to departmental goals and objectives.

10.2.5 Determine departmental policies required to support strategy.

10.2.6 Explain uses of and differences in financial and operational information analysis (e.g., financial KPIs, marketing KPIs, logistics KPIs), and identify metrics that promote a balanced and successful approach to execute strategy.

10.2.7 Determine alternative actions to take when goals are not being met (e.g., modify tactics, increase allocated resources, challenge goals, identify exit options).

10.2.8 Determine factors influencing the organizational structure and strategies for foreign businesses.

Outcome 10.3.   **Change Management**

Adapt to, manage, and create change initiatives in an organization to accomplish organizational objectives.

An "X" indicates that the pathway applies to the outcome.

Business Management and Administrative Services	Finance	Marketing
X	X	X

Competencies

10.3.1 Explain the internal and external factors that create resistance to change, and describe their impact on the speed of change.

10.3.2 Describe the relationship among innovation, learning and change.

10.3.3 Compare and contrast strategies and approaches for leading changes involving how things are done (second-order change) versus organizational values and culture (third-order change).

10.3.4 Evaluate opportunities for company or departmental changes.

10.3.5 Identify the factors considered in establishing organizational development objectives to support change initiatives.

10.3.6 Analyze the factors included in a change-management initiative.

10.3.7 Explain the change-management life cycle and its relationship with project management.

10.3.8 Measure the success of change efforts.

Outcome 10.4.   **Cash Management**

Monitor and control internal and external cash flows and currencies.

An "X" indicates that the pathway applies to the outcome.

Business Management and Administrative Services	Finance	Marketing
	X	

Competencies

10.4.1 Prepare short-term, medium-term and long-term cash budgets to determine a company's cash requirements.

10.4.2 Develop strategies to meet company's cash requirements.

10.4.3 Determine payment and collection system structure that minimizes amount of cash required to fund daily operations and associated limitations and requirements (e.g., National Automated Clearinghouse Association [NACHA]).

10.4.4 Identify strategies for managing the risks associated with opening, managing and closing corporate bank accounts (e.g., Payment Card Industry [PCI] compliance/Health Insurance Portability and Accountability Act [HIPAA]).

10.4.5 Manage the use and acceptance of credit cards.

10.4.6 Manage extensions of credit to customers and vendors.

10.4.7 Select strategies for making and receiving international payments, loans and investments.

10.4.8 Select working capital improvement strategies (i.e., receivables, payables and inventory).

10.4.9 Use variance analysis to correct errors in forecasts and budgets.

Outcome 10.5. **Capital Management**

Explain capital structures used to support organizational liquidity and solvency.

An "X" indicates that the pathway applies to the outcome.

Business Management and Administrative Services	Finance	Marketing
	X	

Competencies

10.5.1 Select technique to analyze proposed capital investments based on advantages, disadvantages and available information (e.g., payback, net present value, internal rate of return).

10.5.2 Select appropriate technique to evaluate and prioritize business project funding (e.g., discounted cash flows, marginal analysis, cost-benefit analysis).

10.5.3 Evaluate the impact of capital-expenditures budgets on liquidity, competitiveness, solvency and goal-setting.

10.5.4 Explain the impact of mandatory cash levels, or reserves, established by legal or regulatory requirements, as applicable, on capital plans (e.g., legal capital, loan loss reserves, net capital reserves, statutory minimum capital, surplus requirements).

10.5.5 Describe the requirements for using capital market securities as a source of financing.

10.5.6 Identify factors impacting dividend policy, and evaluate dividend impact.

10.5.7 Select a dividend policy.

10.5.8 Assess the impact of capital transactions on the cost of debt, cost of equity, cost of capital and minimum capital requirements.

10.5.9 Describe factors to consider in evaluating mergers and acquisitions, restructuring opportunities and divestiture options.

10.5.10 Describe the factors to consider in establishing domestic and international tax strategies.

Outcome 10.6.   **Product Development**

Generate, screen and develop ideas into new products and services that can be commercialized.

An "X" indicates that the pathway applies to the outcome.

Business Management and Administrative Services	Finance	Marketing
X	X	X

Competencies

10.6.1   Generate ideas for new products and services using innovation skills, creative-thinking techniques and crowdsourcing.

10.6.2   Develop decision-making criteria, and define the decision-making process that will be used to screen ideas for feasibility.

10.6.3   Research the potential costs, revenues and profits and marketing strategy of the new product or service (i.e., conduct feasibility study).

10.6.4   Consider legal restrictions and requirements impacting the sale and marketing of new products and services (e.g., non-disclosure agreements, non-compete agreements, statement-of-work, master service agreements).

10.6.5   Determine and solicit the involvement of other business functions and resources to test product ideas, and evaluate product ideas against existing portfolios and strategies.

10.6.6   Coordinate development of prototype or proof-of-concept.

10.6.7   Evaluate and apply product-development system to speed commercialization time while meeting other business objectives (e.g., stage-gate, synapse, agile).

10.6.8   Determine resources available to advance ideas to the commercialization stage in either an intrapreneurship or entrepreneurship capacity (e.g., grants, business-development agencies and incubators, partnerships, joint ventures).

10.6.9   Create a business plan.

10.6.10 Implement the initial steps to establish a business (e.g., select business structure, complete legal and regulatory filings, establish financial and tax accounts).

10.6.11 Identify the purposes and the components of a business plan.

Webb's Depth of Knowledge Analysis

This analysis identifies Webb's Depth of Knowledge (DOK) level for each competency organized into strands and outcomes based on the four levels of DOK:

1. Recall and reproduction
2. Skills and concepts

3. Short-term strategic thinking
4. Extended thinking.

Assigning competencies to a level in the DOK involves consideration of the competency's complexity, students' prior knowledge requirements, and the mental processes used.

Strands	Outcomes	DOK	Competencies	
Business Foundations	Business Activities	1		
		2	2.1.1	Explain the reasons that businesses and organizations exist and their role in society, and describe types of business models.
			2.1.2	Describe the business changes that are occurring in response to the external environment in which businesses operate.
			2.1.3	Describe types of business activities, or functions (e.g., accounting, finance, human resources management, information management, marketing, operations, sales and strategic management); the interactions among business functions, or activities; and the differences in implementation that occur in big versus small business.
			2.1.4	Explain forces that are driving business changes (e.g., globalization, consumer demand, government policies, political climate, diversity, spending trends, industry structure changes) and how organizations are adapting to today's business environment (e.g., proactive management, competitive aggression, innovative management, agile management, organizational learning, market orientation, slack resources).
			2.1.5	Describe the need for and role of accounting and finance (e.g., understanding accounting treatment, verifying information, analyzing variances, guiding decision-making), and explain how they interact with and impact other business activities or functions.
			2.1.6	Explain the role and function of human resources management, describe its interactions with other functional areas, and identify its contributions to an organization.
			2.1.7	Explain the nature and scope of information management and its contributions to business operations.
			2.1.8	Describe marketing's role and function in business and its contributions to overall business strategy.
			2.1.9	Explain factors that motivate customers, clients and businesses to buy and actions employees can take to achieve the company's desired results.
			2.1.13	Identify ways that technology impacts business activities.

Strands	Outcomes	DOK	Competencies
			2.1.14 Describe the evolution of business.
		3	2.1.10 Describe connections between company actions and results (e.g., influencing consumer behavior, gaining market share). 2.1.11 Differentiate between operations and supply chain, and describe their components, or activities, and contributions to business. 2.1.12 Explain the nature of management and levels of management (e.g., front line, middle management, executive).
		4	
		1	
Business Foundations	Economic Principles	2	2.2.1 Describe the concepts of economic goods and services, economics and economic activities (i.e., production, distribution, exchange, consumption and circular flow of income model). 2.2.2 Explain types of economic resources, competition and economic systems (e.g., traditional, command, market); and describe the systems' characteristics, their advantages and disadvantages and impact on business. 2.2.3 Identify the impact of small business and entrepreneurship on market economies. 2.2.4 Determine economic utilities created by business activities (e.g., time, place, possession, form or task). 2.2.5 Determine types of business risks (e.g., pure, speculative, natural, human, economic). 2.2.6 Distinguish between gross and net profit, identify factors affecting a business's profit (e.g., demand, chance, pricing, expenses, costs, the economy), and recognize controllable and non-controllable expenses. 2.2.7 Determine the relationship between government and business, identify government agencies that facilitate trade, and describe the impact of government regulations on business activities. 2.2.8 Describe the nature of taxes paid by businesses and their impact. 2.2.9 Explain the concept of productivity, how it is measured and its importance to business. 2.2.12 Explain the impact of the law of diminishing returns and the concept of economies of scale. 2.2.13 Describe the types of market structures (e.g., monopolistic, monopsonistic). 2.2.14 Explain the role of the Federal Reserve System, describe ways that it influences the availability of money and credit, and describe ways that it adjusts the money supply. 2.2.15 Describe the phases of business cycles (i.e., expansion, peak, contraction, trough) and industry cycles (i.e., start-up or innovations, dominance, shakeout or consolidation, maturity, decline), benefits of understanding them, their internal and external causes, their impact on business and ways businesses deal with the different phases.

Strands	Outcomes	DOK	Competencies
Business Foundations		3	2.2.11 Explain reasons that labor unions form, analyze their impact on business, and describe types of negotiation strategies used in the collective bargaining process.
		4	2.2.10 Analyze the impact of specialization and division of labor on productivity.
	International Business	1	
		2	2.3.1 Describe the global environment in which businesses operate, identify leading economies, and explain how the global environment impacts a business's overall global strategy. 2.3.2 Describe market-entry strategies for conducting business globally (e.g., import and export, technology licensing, franchising, wholly owned branch and subsidiary operations, joint ventures, consortia) and the considerations impacting the decision to offer goods or services globally. 2.3.3 Explain the nature of global trade and the impact of cultural and social environments on it.
		3	2.3.4 Explain labor issues associated with global trade. 2.3.5 Describe the impact of the political environment on global trade (e.g., type of government, political stability, government policies about business). 2.3.6 Explain the impact of a country's or area's geography and history on global trade. 2.3.7 Explain the impact of a country's economic development on global trade (e.g., type of economic system, natural resources, educational level, types of industries, infrastructure, technology availability or adoption). 2.3.8 Describe the impact of digital communication tools (e.g., Internet, video- and computer conferencing, webcasts, email, social media, digital communications) on global business activities. 2.3.9 Identify examples of emerging economies, and describe their potential impact on business activities. 2.3.10 Describe product standards' issues associated with global business. 2.3.11 Explain the nature of global legal systems (e.g., civil or code, common, statutory), their impact on global trade and the approaches and legal recourse available to resolve disputes in global markets. 2.3.12 Explain regulations governing bribery and foreign monetary payments, and describe their impact on business. 2.3.13 Describe costs associated with global business, methods used to analyze those costs and the role of outsourcing and offshoring in cost management. 2.3.14 Describe customs regulations, their impact on global business and the government agencies that facilitate trade.
		4	2.3.15 Analyze U.S. competitiveness at a global level for different industries, and describe factors impacting competitiveness.

Strands	Outcomes	DOK	Competencies
Business Foundations	Business Processes	1	
		2	2.4.6 Identify reasons that business processes change. 2.4.7 Describe business-process management, the role of IT and the integration of social networking into business-process performance.
		3	2.4.1 Explain the impact of organizational design (e.g., reporting lines) on business process design. 2.4.2 Identify types of business processes, their purposes (e.g., added customer value, increased efficiencies), their characteristics, their components (e.g., events, activities, decision points, metrics) and their interrelationships. 2.4.3 Describe the importance of outcomes and value in business processes and the business problems created by inefficient business processes (e.g., unhappy customers, increased costs, missed deadlines, frustrated coworkers). 2.4.4 Describe the relationship among policies, processes and procedures. 2.4.5 Compare business-process thinking with results-oriented thinking, and explain how business-process thinking helps to break through a business's functional silo mentality. 2.4.8 Explain how the need to protect assets and reduce the risk of fraud impacts the design of business processes (e.g., segregation of duties, internal controls).
		4	

Strands	Outcomes	DOK	Competencies	
Business Relationships	**Customer Relations**	1		
		2	3.1.1	Explain the nature of positive customer, or client, relations and their role in keeping customers; and describe the importance of meeting and exceeding customer expectations.
			3.1.7	Describe the scope of customer-relationship management to show its contribution to business.
		3	3.1.9	Identify opportunities to use crowdsourcing to engage customers or clients, to improve customer or client relationships, to promote brand and to solicit new ideas and solutions.
		4	3.1.1	Explain the nature of positive customer, or client, relations and their role in keeping customers; and describe the importance of meeting and exceeding customer expectations.
			3.1.2	Compare the cost to acquire customers with the cost to maintain customers, and explain how these costs impact business strategy and influence which customers to maintain.
			3.1.3	Apply a customer-service mindset in a culturally appropriate manner (e.g., respond to customer inquiries; reinforce service through effective, ongoing communication).
			3.1.4	Build rapport with customers, and use this rapport to inform customers about company policies, consequences of noncompliance with recommendations or requirements and service or account terminations.
			3.1.5	Maintain confidentiality or privacy of internal and external customers.
			3.1.6	Reinforce company's image and culture to exhibit the business's brand promise.
			3.1.8	Build, maintain and improve relationships with customers, or clients; and promote brand and solicit new ideas and solutions using social media.
			3.1.10	Confer with patients about their rights and responsibilities as stated in the Patient Bill of Rights, the legal ownership of medical records, advanced directives and informed consent.
	Relationship Management	1		
		2	3.2.8	Describe the nature of organizational culture and its impact on business, and interpret and adapt to a business's culture.
			3.2.12	Describe ways that businesses build positive employer-employee relationships.
		3	3.2.7	Identify when and how to take risks to achieve objectives.
		4	3.2.1	Recognize, value, and leverage personality types in business situations.
			3.2.2	Adapt management style to the personality type of others.
			3.2.3	Align personal vision and goals with organizational or departmental goals, objectives and initiatives.
			3.2.4	Adapt to and lead workplace changes or situations.
			3.2.5	Manage crises in relationships.

Strands	Outcomes	DOK	Competencies
Business Relationships			3.2.6 Determine the nature of office politics, and overcome problems and difficulties associated with office politics and turf wars.
			3.2.9 Establish strategic relationships with others.
			3.2.10 Share best practices with key individuals and groups within and outside the business.
			3.2.11 Manage internal and external business relationships to foster positive interactions, and strategically plan and leverage business relationships for growth.
	Business Communications Management	1	
		2	3.3.2 Explain how the content of written communications (e.g., email, text messages, chats) creates reputational, legal and regulatory exposure for organizations; and describe how to manage the risk individually and collectively.
		3	3.3.1 Identify organizational communication hierarchies, and select the appropriate communication strategy to use for the hierarchy.
		4	3.3.3 Adapt personal communication style to audiences in virtual intercultural environments.
			3.3.4 Implement strategies to solicit feedback.
			3.3.5 "Sell" ideas to internal and external audiences.
			3.3.6 Communicate the business's plans, strategies and procedures; and verify the understanding of recipients.
			3.3.7 Develop, implement, monitor and adjust communications plan to meet the information needs of internal and external customers.
			3.3.8 Collaborate on and aggregate complex internal documents to create a common voice that is vision, mission and brand-consistent.
			3.3.9 Conduct creative briefing, and gain commitment from clients.
			3.3.10 Develop a crisis-management plan to control communications and mitigate damage to company's image.
			3.3.11 Develop an integrated approach for social media content creation that provides for consistent branding and messaging across channels for original and repurposed content.
			3.3.12 Repurpose content for use in business communications.
			3.3.13 Interpret research data into information for decision-making (e.g., interpret descriptive statistics, correlations), and translate findings into actionable business recommendations.
			3.3.14 Communicate research information to others (e.g., display data in charts or graphs, prepare presentations, prepare written reports).

Strands	Outcomes	DOK	Competencies
Business Relationships	Social Media Communications	1	
		2	3.4.1 Describe the impact of a person's social media brand on the achievement of organizational goals. 3.4.2 Compare and contrast the use of social media for personal and business purposes.
		3	3.4.3 Evaluate the impact of mobile-device capabilities and usage patterns on social media effectiveness. 3.4.11 Identify opportunities and trends in the social media space (e.g. demographic preferences). 3.4.13 Identify emerging customer trends through social networking.
		4	3.4.4 Establish and implement approaches to grow following and engagement, both paid and organic. 3.4.5 Maintain a consistent brand voice in social content that resonates with the community and fits the platform. 3.4.6 Monitor user-generated content (UGC), and moderate social chats. 3.4.7 Escalate social comments as necessary to solicit appropriate responses and highlight opportunities. 3.4.8 Maintain and manage day-to-day content on social platforms and company's community-based forums. 3.4.9 Develop and package content for social distribution, showcase articles, video, galleries and shows. 3.4.10 Monitor daily social media analytics to gauge success of social media efforts and initiatives. 3.4.12 Implement an integrated social media strategy that complies with legal requirements and company policy.

Strands	Outcomes	DOK	Competencies
Business Governance	Enterprise Risk Management	1	4.1.9 Describe the elements of an enterprise risk-management policy.
		2	4.1.1 Explain the role of enterprise risk management in protecting and creating value for stakeholders (e.g., owners, employees, customers, regulators, vendors, society). 4.1.2 Describe the impact of governmental and self-regulatory agency requirements on the structure, focus and cost of enterprise risk management. 4.1.3 Describe ways that businesses prevent, control, transfer and retain risks. 4.1.5 Describe quantitative and qualitative approaches to measuring and analyzing risk.
		3	4.1.4 Identify events (e.g., disasters, cyber-attacks, product launch) and stakeholder activities (e.g., supplier bankruptcy, rogue employee, compromised personal information, competitor exit) that could facilitate or prevent an organization from achieving its objectives; i.e., risk at the organizational level. 4.1.6 Distinguish among key risk indicators, key performance indicators and process indicators. 4.1.10 Compare business governance and data governance issues and strategies.
		4	4.1.7 Develop a risk appetite goal using the risk-reward relationship. 4.1.8 Select strategies for managing risk (e.g., strategic planning, insurance, internal controls, policies and procedures, good hiring procedures, training, tracking performance, self-regulation), for responding to risky situations and for recovering from disasters. 4.1.11 Execute strategies for managing portfolio risk that consider business risk tolerance and financial and operational goals.
	Enterprise Risk Management for Financial Institutions	1	4.2.1 Explain key banking and insurance calculations (e.g., interest, annual percentage rate, exchange rates, RAROC [Risk-Adjusted Return on Capital], claim loss ratio) and requirements established in regulatory guidelines. 4.2.2 Explain rating systems and guidelines used by regulatory agencies to assess a financial institution's compliance (e.g., CAMELS [Capital Adequacy, Asset Quality, Management Administration, Earnings, Liquidity and Sensitivity]) and the rules regarding use and disclosure.
		2	4.2.3 Explain the risks associated with banking services (e.g., default, fraudulent transactions, falsified information) and techniques used to manage these risks for a financial institution (e.g., loan criteria, credit-based scoring models, identity verification). 4.2.4 Explain the risks associated with insurance services (e.g., underwriting, claims) and techniques used to reduce, mitigate and measure risks at the enterprise level (e.g., insurability provisions, credit-based scoring models, actuarial sciences, reinsurance).

Strands	Outcomes	DOK	Competencies
Business Governance	Compliance		4.2.5 Explain the risks associated with securities products and trust services (e.g., suitability, risk of loss) and strategies used to manage these risks for a financial institution (e.g., investment profiles, validated asset allocation models, disclosures).
		3	4.2.6 Interpret banking and insurance risk measures and metrics (e.g., interest rate risk, liquidity risk, credit risk, underwriting risk).
		4	
		1	
		2	4.3.1 Compare and contrast internal and external authoritative sources of compliances standards (e.g., legal code, government agencies and self-regulatory organizations), the types of institutions governed and the penalties associated with noncompliance. 4.3.2 Explain the impact of compliance requirements on business structure, functions (e.g., marketing, information technology, human resources), products and services and pricing. 4.3.4 Describe the factors that influence compliance program costs, effectiveness and value (e.g., organizational size and structure, accreditation, incentives availability). 4.3.9 Explain the value and purpose of compliance assessment activities (e.g., due-diligence reviews, internal audits, work plan reviews).
		3	4.3.3 Explain the elements of a compliance program and how requirements and expectations differ across industry sectors (e.g., financial services, healthcare, consumer products, restaurants food and beverages). 4.3.8 Identify strategies for managing professional liability and malpractice risks (e.g., incompetent or impaired physicians, unnecessary procedures, patient or customer misconduct, service or medical errors, lack of training, poor documentation).
		4	4.3.5 Develop the elements of a basic compliance program to promote consistent behaviors (e.g., policies, procedures, training). 4.3.6 Analyze existing policies, procedures and documents to ascertain compliance with regulatory requirements (e.g., Centers for Medicare and Medicaid Services [CMS], Health Insurance Portability and Accountability Act [HIPAA]) and self-regulatory guidelines. 4.3.7 Monitor compliance with organizational or departmental compliance policies and procedures (e.g., continuing education requirements, prevention of fraudulent practices, record falsification or alteration, patient or customer abuse, lack of follow-up).

Strands	Outcomes	DOK	Competencies
Business Governance	Legal Environment	1	4.4.2 Describe consumer rights and responsibilities, services provided by consumer protection agencies and consumer protection laws. 4.4.4 Describe advertising laws and regulations in digital and brick-and-mortar business environments. 4.4.11 Describe forms of bankruptcy and bankruptcy proceedings, and explain the impact of these proceedings on business.
		2	4.4.1 Distinguish between secured and unsecured creditors, explain the debtor-creditor relationship and legal protections provided each party, and determine relief options for debtors. 4.4.3 Explain businesses' responsibility for product safety, and identify product liability issues and the applicable laws and regulations. 4.4.5 Identify employment laws, and describe the rights and responsibilities of parties to an employment contract, types of workplace regulations (e.g., OSHA, ADA, FMLA), role of equal opportunity employment and the role of unions in business. 4.4.6 Explain retirement plans, and describe pension and profit-sharing laws. 4.4.7 Explain tax regulations affecting business, tax reporting requirements, penalties for noncompliance with tax laws and the tax enforcement process. 4.4.8 Identify the characteristics and process differences that distinguish commercial real estate settlement from residential real estate settlement. 4.4.9 Describe legal documents relating to the purchase, sell and lease of residential property, insurance requirements, and residential real-estate settlement procedures. 4.4.10 Identify the duties of landlords and tenants. 4.4.12 Identify legal procedures pertinent to estates, and identify types of legal documents associated with estates (e.g., testamentary letters, wills, trusts, power of attorney, estate tax returns). 4.4.13 Describe family and domestic relations law considerations for adoption, eldercare and assisted living.
		3	
		4	

Strands	Outcomes	DOK	Competencies	
Business Governance	**Legal Research**	1		
		2		
		3	4.5.2	Identify required process for obtaining access to information.
		4	4.5.1	Conduct legal research, and organize results in logical order.
			4.5.3	Draft release or access documents.
			4.5.4	Validate information (e.g. factual documents, evidence, exhibits, legal client matters) for use in legal proceedings.
			4.5.5	Prepare fully-compliant legal documents, common court documents and supporting documentation (e.g., digests of deposition transcripts, exhibit lists).
			4.5.6	Identify interrelationships among cases, statutes, regulations and other legal authorities; and apply a recognized legal authority to specific factual situation(s).
			4.5.7	Recognize when and why varied fact situations allow for exceptions to general legal rules.
	Corporate Social Responsibility (CSR)	1		
		2	4.6.4	Identify factors that impact the social responsibility policies implemented by businesses (e.g., national and state regulations, market or customer requirements, profit considerations).
		3	4.6.1	Compare and contrast ethical standards and challenges in domestic and international markets and across countries or areas (e.g., Brazil, China, Latin America, Pacific Rim).
			4.6.2	Compare and contrast ethical challenges across industry sectors (e.g., healthcare, financial services, consumer products, manufacturing, retail) and functional areas (e.g., marketing, human resources, financial reporting).
			4.6.3	Describe social responsibility policies and practices, and explain their impact on business operations and performance (e.g. community development, charitable foundations, green practices).
		4	4.6.5	Develop ethics and CSR policies and reporting processes.
			4.6.6	Analyze the impact of ethics and CSR policies on business operations and financial performance.
			4.6.7	Monitor compliance with CSR policies, ethics policies and codes of conduct.
			4.6.8	Recommend actions to resolve noncompliance with ethics and CSR policies and codes of conduct.
			4.6.9	Exhibit ethical behavior and social responsibility in the global environment in which business operates.

Strands	Outcomes	DOK	Competencies
Business Governance	**Governance Structures**	1	
		2	4.7.1 Explain the need for and impact of governance on business management, performance and regulatory oversight. 4.7.2 Describe the relationship between governance structures, ownership structures (e.g., corporation, privately owned, nonprofit, limited-liability companies) and organizational size and reach (e.g., microenterprise, middle-market, large corporate, multinational, global). 4.7.3 Explain the roles and responsibilities of governing committees (e.g., Board of Directors, Audit and Finance Committees, Risk Committees), strategies used to fulfill these responsibilities and the impact on strategic planning and management functions (i.e., planning, organizing, directing, staffing and controlling). 4.7.4 Identify the elements of a governance process (e.g., minutes, records, proxies), and distinguish elements contained in public and private businesses. 4.7.5 Identify the elements of a corporate governance structure that impact staff decision-making authority.
		3	4.7.6 Determine situations in which escalation to a governance member is appropriate.
		4	

Strands	Outcomes	DOK	Competencies
Business Governance	Legal Foundations	1	4.8.1 Acquire information about the role of the constitution in business law, sources of law in the United States and the role of the U.S. judicial system. 4.8.3 Describe criminal and civil law and proceedings that impact legal requirements from initial filing activities to settlement and appeals. 4.8.4 Explain the functions performed by officials in the court system, the differences in functions and procedures among the different courts (e.g., trial court, appellate court, administrative hearings) with the state and federal court systems and the impact of these differences on the management of documentation and evidence.
		2	4.8.2 Distinguish among types of laws (e.g., criminal, civil, regulatory), and explain their major functions. 4.8.9 Identify requirements needed for an enforceable contract, and differentiate among types of contracts (e.g., oral, written, implied, transferable, nontransferable). 4.8.12 Explain the importance of property in the legal environment of business; and describe how ownership rights are acquired, held and transferred.
		3	4.8.5 Describe how the legal environment in which businesses operate is affected by the civil infrastructure (e.g., torts, contracts, legal agreements) of the United States. 4.8.6 Distinguish among types of torts (i.e., intentional, negligence and strict liability), and explain the impact of tort law on business. 4.8.7 Describe legal issues affecting businesses and the impact of government regulations and regulatory agencies on businesses. 4.8.8 Identify factors impacting the options available to settle a legal matter (e.g., contract terms, statutory requirements, legal precedents, evidence). 4.8.10 Determine the rights of parties in a contract, how the contract can be discharged and what actions can occur with a breach of contract. 4.8.11 Determine tactics businesses can take to avoid litigation and alternative methods and processes they can use to resolve disputes. 4.8.14 Describe environmental law agencies and regulations, procedures for reporting violations and the impact of environmental law on business. 4.8.15 Describe administrative law and the types and powers of administrative agencies.
		4	4.8.13 Identify areas of law relevant to a particular situation, define statutes of limitations for areas of law, and distinguish between substantive and procedural law.

Strands	Outcomes	DOK	Competencies
Marketing	Marketing Fundamentals	1	
		2	5.1.1 Identify marketing functions, their interrelatedness, their overall contributions to business strategy and the metrics used to measure success. 5.1.2 Identify legal and ethical issues associated with marketing activities or functions, describe the organizational values impacted, and identify the marketing-mix components (e.g., product, price, promotion, place) affected. 5.1.3 Explain the nature, scope, benefits and considerations in channel management (e.g., how channels perform or interact). 5.1.4 Describe the marketing-information management function, its nature and considerations (e.g., types of relevant information, uses, legal and ethical concerns). 5.1.5 Describe the function of pricing to understand its role in marketing. 5.1.6 Explain factors affecting pricing decisions (e.g., customer value perception, brand, negotiating power, corporate policies, competitive strategy, stage of customer life cycle). 5.1.7 Describe foundational concepts associated with product and service management to understand its nature and scope (e.g., product life cycles). 5.1.8 Explain the drivers of brand and the impact, benefits and drawbacks of branding. 5.1.9 Describe promotion's nature, scope and role in meeting business objectives (e.g., types of promotion, promotional mix, promotional channels). 5.1.10 Describe the impact of industry, environment and culture on the nature and scope of selling and sales activities (e.g., customer service, relationship building). 5.1.11 Describe sales processes and techniques that can be used to facilitate selling. 5.1.12 Explain the impact of technology on marketing costs, marketing strategy and marketing return on investment.
		3	
		4	

Strands	Outcomes	DOK	Competencies	
Marketing	Channel Management	1		
		2	5.2.1	Distinguish among distribution channels for consumer goods, industrial goods and services.
		3	5.2.2	Coordinate channel management with other marketing activities.
			5.2.3	Analyze channel-member relationships, taking corrective measures when needed.
			5.2.4	Analyze the strengths, weaknesses, opportunities and threats associated with affinity partner relationships.
			5.2.5	Evaluate the impact of push and pull strategies on channel management.
		4	5.2.6	Select channels of distribution.
			5.2.7	Evaluate channel member performance and suitability.
			5.2.8	Assess channel-management strategies to improve their effectiveness, minimize their costs and identify opportunities that benefit multiple channels.
	Marketing-information Management	1		
		2	5.3.1	Distinguish between market-driven and customer-driven information, and explain the need for marketing information.
			5.3.2	Describe the factors that determine the relevancy of information for marketing purposes.
			5.3.3	Describe data and reports that are monitored for marketing decision-making.
			5.3.6	Identify challenges associated with data relevance and usability in a globally connected, digital society (i.e., unstructured data).
		3	5.3.5	Track business information to stay abreast of trends and changes that could impact marketing (e.g., customer databases, partners' and competitors' activities, sales and operational data, environmental changes).
		4	5.3.4	Communicate marketing-information to others that delivers relevant insights into issues, problems, questions or opportunities.
			5.3.7	Develop insights using trends occurring in other industries.
	Marketing Research	1		
		2	5.4.1	Explain reasons for conducting marketing research and the importance and scope of marketing-research activities, and distinguish among research types (e.g., primary, secondary, quantitative, qualitative).
			5.4.2	Determine the need for and value of marketing research, describe its impact on business strategies, and set research objectives.
			5.4.3	Explain marketing-research design considerations; and identify the type of research appropriate for different business objectives, problems or opportunities.
			5.4.6	Describe quantitative and qualitative marketing research data-collection methods.

Strands	Outcomes	DOK	Competencies
Marketing	Marketing Research		5.4.10 Identify techniques used to process marketing data.
		3	5.4.4 Evaluate the appropriateness of the marketing-research design for the research problem, issue or opportunity. 5.4.5 Determine who and how many respondents are needed for marketing research findings to adequately represent the population. 5.4.7 Determine how to obtain needed marketing-research data.
		4	5.4.8 Develop quantitative and qualitative data-collection instruments, and collect the data to answer research questions or resolve issues. 5.4.9 Apply analytical tracking tools to manage and perform marketing research activities. 5.4.11 Process marketing data to translate them into useful insights or knowledge (e.g., code research data, transcribe conversations, tabulate data, analyze narrative text). 5.4.12 Assess marketing research briefs to determine comprehensiveness and clarity. 5.4.13 Interpret quantitative patterns and qualitative research findings by applying descriptive statistical methods, using software systems and evaluating trade-offs. 5.4.14 Evaluate marketing research procedures, proposals and findings to assess their credibility and to determine needed improvements. 5.4.15 Facilitate functional decision-making in marketing through the use of marketing information.
	Market Planning	1	
		2	5.5.1 Distinguish between marketing strategies and tactics. 5.5.2 Explain the considerations used to develop and implement domestic and global marketing strategies. 5.5.3 Describe the concepts of market and market identification. 5.5.6 Explain the role of situation analysis in the marketing planning process.
		3	5.5.4 Identify market segments, and select target market(s). 5.5.5 Profile target customer to determine market needs and customer demand for products and services. 5.5.8 Assess global trends and opportunities.
		4	5.5.7 Conduct a market analysis (e.g., market size, area, potential). 5.5.9 Conduct a competitive analysis. 5.5.10 Forecast sales, and establish sales goals. 5.5.11 Set marketing goals, objectives and budget to achieve corporate goals and objectives. 5.5.12 Select and apply marketing metrics applicable to the problem, issue or opportunity. 5.5.13 Develop a marketing plan that addresses strategic and operational plans. 5.5.14 Align sales plan and marketing plan. 5.5.15 Assess marketing strategies to improve return on marketing investment (ROMI).

Strands	Outcomes	DOK	Competencies
	Pricing	1	
		2	5.6.1 Describe the functions of prices in markets.
		3	5.6.2 Establish pricing objectives that support business strategy and that consider the outcome of marketing research and planning. 5.6.3 Select approach for setting a base price (e.g., cost, demand, competition). 5.6.4 Determine product's cost (e.g., breakeven, ROI, markup). 5.6.7 Develop seasonal and situational (e.g., unexpected event) pricing policies. 5.6.9 Compare and contrast the pricing of goods and services in business-to-business (B2B) and business-to-consumer (B2C) environments. 5.6.10 Compare and contrast the pricing of tangible versus the pricing of intangible products.
		4	5.6.5 Employ pricing strategies to set prices throughout the product and customer life cycle. 5.6.6 Adjust prices to maximize profitability throughout the product and customer lifecycle. 5.6.8 Evaluate pricing strategies to identify needed changes and to improve profitability throughout the product and customer life cycle.
	Product and Service Management	1	
		2	5.7.1 Describe quality assurances (e.g., guarantees, warranties, standards) used to inform customers and encourage sales.
		3	5.7.5 Explain how financial and operational metrics (e.g., net margin, term margin, time or speed to market) impact market opportunities and the implications for product and service management.
		4	5.7.2 Employ product-development processes to maintain an up-to-date product pipeline. 5.7.3 Nurture product ideas through to fruition. 5.7.4 Determine opportunities to improve products and services (e.g., extend product lines, create niche markets, increase differentiation, close a gap in service) using marketing-research insights. 5.7.6 Employ product-mix strategies to meet customer or client expectations. 5.7.7 Evaluate effectiveness of product-mix strategies. 5.7.8 Determine width and depth of assortment strategies with consideration to seasonal assortment strategies. 5.7.9 Develop merchandise plans (budgets) to guide selection of retail products (e.g., calculating open-to-buy, planning stock, planning reductions, planning purchases, planning gross and net margins).

Strands	Outcomes	DOK	Competencies	
Marketing			5.7.10	Perform buying activities to obtain products for resale (determining quality to offer, what to buy or reorder, stock turnover, quantities to buy or reorder and when to buy or reorder; and setting reorder points).
			5.7.11	Implement techniques to increase customer exposure to products.
	Branding	1		
		2	5.8.1	Describe the role and importance of customer voice in branding and how this voice may vary across media and channels.
			5.8.6	Distinguish between product or service branding and corporate branding.
		3	5.8.2	Identify customer touch points, and align branding strategies to ensure appropriate and consistent end-to-end communications and actions.
			5.8.3	Determine brand reputation, and develop strategies to protect it.
			5.8.4	Determine company's unique selling proposition.
			5.8.8	Evaluate opportunity costs associated with different branding strategies, and prioritize spending on branding efforts.
			5.8.9	Determine and communicate brand values to customers and employees.
			5.8.10	Assess customer experiences, and evaluate consistency in delivering on brand values.
			5.8.11	Assess product packaging to improve its function and brand recognition (e.g., packaging requirements, graphic design, adequacy).
			5.8.12	Identify need to rebrand.
		4	5.8.5	Position products or services to acquire desired business image.
			5.8.7	Develop and implement strategies to build brand by creating relevant, personalized experiences for customers.
			5.8.13	Build brand, and use grassroots and co-branding strategies.
	Marketing Communications	1		
		2	5.9.1	Describe types of promotional channels used to communicate with targeted audiences (e.g., word-of-mouth, direct, advertising, social) and the use of public-relations activities and trade shows or expositions.
			5.9.2	Explain types of media used in advertising (e.g., print, broadcast, digital, out-of-home, specialty, direct mail, product placement) and the types of advertisements used by those media.
			5.9.3	Explain the use of an advertisement's components to communicate with targeted audiences.
			5.9.5	Explain considerations affecting global marketing communications.
		3	5.9.4	Critique advertisements to ensure achievement of goals or objectives.
			5.9.10	Describe design principles to be able to communicate needs to designers or creatives.

Strands	Outcomes	DOK	Competencies
Marketing		4	5.9.6 Implement word-of-mouth strategies to build brand and to promote products using word-of-mouth strategies. 5.9.7 Identify product-placement opportunities, and use them to promote products. 5.9.8 Execute direct-marketing strategies to attract attention and to build brand (e.g., direct mail, online advertising, email marketing, websites, social media, podcasts and webcasts, videos and images, mobile, search-engine optimization, crowdsourcing). 5.9.9 Develop and critique content for use in inbound and outbound marketing communications. 5.9.11 Employ publicity to inform audiences of business activities, to create goodwill and to establish or reinforce brand (e.g., press releases, public-service announcements, press kits). 5.9.12 Participate in community outreach involvement that fosters a positive company image and networking. 5.9.13 Employ sales-promotion activities to inform or remind customers of business or product (e.g., signage, slogans and taglines, brand identifiers, frequency or loyalty programs, specialty promotions, special events, trade shows or expositions, web games). 5.9.14 Apply display techniques to attract customers and increase sales potential (e.g., types of arrangements, display maintenance, display creation, set-up and dismantling; signage, selection of fixtures and forms, lighting, point-of-sale displays).
	Marketing Communications Management	1	
		2	5.10.6 Describe the role, organization and fee structures of advertising agencies.
		3	
		4	5.10.1 Identify and evaluate inbound and outbound marketing communications tactics and strategies, and recommend improvements. 5.10.2 Negotiate media buys and placement to enhance return on investment. 5.10.3 Develop and execute visual merchandising strategies to increase interest in product offerings (merchandise placement, on-floor assortments, cross-merchandising, planograms). 5.10.4 Develop marketing or creative briefs to assist with acceptance, design and implementation of promotional strategies by others (e.g., art director, copywriter, website developer). 5.10.5 Evaluate promotional strategies and activities, and recommend improvements. 5.10.7 Select and collaborate with third-party vendors (e.g., advertising agencies, researchers), and evaluate their work. 5.10.8 Develop and implement digital strategies using responsive design. 5.10.9 Evaluate digital strategies.

Strands	Outcomes	DOK	Competencies
Marketing	Selling	1	
		2	5.11.1 Describe motivational theories that can be used to enhance customer relationships and increase the likelihood of making sales. 5.11.2 Explain the impact of sales and buying cycles on sales activities. 5.11.3 Describe the impact that digital communication is having on selling. 5.11.4 Identify sources of product information that can be used to communicate product benefits and ensure appropriateness of a product for the customer or client.
		3	5.11.5 Perform pre-sales activities to facilitate sales presentation (e.g., prospecting, preliminary customer or client qualification, pre-visit research, appointment booking, sales material preparation and assembly). 5.11.6 Implement sales processes and techniques to enhance customer relationships and increase the likelihood of making sales (e.g., rapport and credibility building, recognizing and responding appropriately to prospect's personality, using buying motives, facilitating buying decisions, questioning to understand prospect, assessing needs in relation to product offerings, demonstrating solution, converting objections to selling points, closing sales, negotiating terms or agreements, overseeing order fulfillment). 5.11.7 Develop and present sales proposal. 5.11.8 Process the sale to complete the exchange, and collect payment from customer to complete sales transactions. 5.11.9 Conduct post-sales follow-up activities to foster ongoing relationships with customers or clients (e.g., follow-up strategies, sales reports, post-sales service, client feedback, self-assessment of performance, ongoing client relationship).
		4	5.11.10 Plan sales activities to increase sales efficiency and effectiveness (sales quotas, strategies to win back former clients, sales-call patterns, sales terms, key accounts, sales plans). 5.11.11 Implement retail sales support activities that facilitate the sales process (delivery, packing and wrapping, special orders, gift certificates, returns or exchanges, retail sales documentation). 5.11.12 Staff sales force to meet customer and organizational objectives (structure of department, sales force size, sales territories). 5.11.13 Develop a system to guide sales staff to improve their success rate and to minimize staff turnover (e.g., sales-training needs, sales training, motivation strategies, field accompaniments, sales meetings). 5.11.14 Develop a system to control sales activities to meet sales goals or objectives (setting sales quotas, analyzing sales reports, monitoring sales performance, designing incentive programs, managing under-performance).

Strands	Outcomes	DOK	Competencies
Marketing	Marketing Operations	1	
		2	
		3	5.12.4 Measure and report marketing return on investment. 5.12.8 Identify and evaluate marketing data needs. 5.12.9 Cleanse existing marketing data to maintain relevancy. 5.12.10 Determine sources of relevant, new marketing data, and evaluate options to purchase or sell marketing data.
		4	5.12.1 Apply marketing analytics. 5.12.2 Create dashboards and reports to measure marketing performance. 5.12.3 Document and improve marketing processes. 5.12.5 Leverage data to recommend personalized, relevant campaigns. 5.12.6 Develop marketing campaign workflows. 5.12.7 Leverage data to support real-time customization of customer interactions. 5.12.8 Identify and evaluate marketing data needs. 5.12.11 Develop processes to acquire marketing data from external sources.

Strands	Outcomes	DOK	Competencies
Resource Management	Management Fundamentals	1	
		2	6.1.1 Distinguish between management and leadership, and describe the factors that influence management. 6.1.2 Describe decision-making styles (e.g., analytical, abstract or conceptual, intuitive, creative, procedural or directive), and identify the factors that influence their effectiveness. 6.1.3 Describe the types of resources managed in business and their significance in business operations, and explain the differences between managing internal versus external resources. 6.1.4 Explain the purposes and nature of management functions (e.g., strategic and tactical planning, organizing, directing, staffing, controlling), and describe considerations in the business environment that impact their use. 6.1.5 Compare management and motivation theories, and determine appropriate situations in which each would be used. 6.1.6 Explain the expectations-setting process as a motivational strategy and a management control for both upward and downward management. 6.1.7 Describe the nature of global management strategies. 6.1.8 Distinguish among the scope and purposes of data management, information management and knowledge management; and explain legal and ethical considerations associated with each. 6.1.9 Describe knowledge management strategies. 6.1.10 Describe the need for and impact of quality management in organizations. 6.1.11 Explain the role of supply chain management and its contributions to business operations; and identify its activities, measures and issues. 6.1.12 Describe project management processes, skills and knowledge necessary for successful project outcomes. 6.1.15 Describe the nature of organizational development and its impact on business success.
		3	6.1.13 Contrast operational risk with other types of business risk (e.g., market risk, credit risk, strategic risk). 6.1.14 Identify the factors that contribute to operational risk (e.g., insufficient training, lack of supervision, inadequate security, poor system design, poor human-resources policies).
		4	

Strands	Outcomes	DOK	Competencies
Resource Management	Information Management	1	
		2	
		3	6.2.1 Apply information literacy skills to assess information needs, identify and evaluate information quality (e.g., sufficiency, trustworthiness or reliability), and apply information to accomplish a task.
			6.2.2 Manage business records to maintain needed documentation (e.g., routing orders, tracking shipments, expense reports, healthcare data, customer data, budget data, quality data, human resources data).
			6.2.3 Monitor and audit internal records.
			6.2.4 Identify critical artifacts requiring preservation, establish retention guidelines, and archive information according to retention systems and procedures and regulatory requirements.
			6.2.10 Identify strategies for integrating technology into department or enterprise operations.
		4	6.2.5 Select and use tools, systems and processes to manage the preparation of documentation for teams and projects in a cost-effective manner (e.g., agendas, reports, minutes, training materials, RFPs [Requests for Proposal], process analysis charts, diagrams).
			6.2.6 Perform scheduling functions to facilitate on-time, prompt completion of work activities (e.g., calendars, travel arrangements and itineraries, meeting arrangements and requests for audio-visual or technical support and information).
			6.2.7 Conduct an environmental scan to obtain information on the internal and external business environment and to identify changing conditions and current issues or trends impacting business (e.g, business intelligence, insights).
			6.2.8 Conduct information technology needs assessment, and analyze company's data requirements.
			6.2.9 Create policies and procedures to protect data and intangibles.
	Business Applications	1	
		2	6.3.1 Distinguish between primary and secondary data, and establish appropriate storage and usage parameters for both data types.
		3	6.3.2 Mine standard databases (e.g., accounting, customer, product, vendor, sales, operations, human resources, patient, supplier, procurement), apply analytical tools, and interpret the findings.
			6.3.3 Implement collaborative or groupware and cloud computing applications (e.g., services, application, virtual environments) to facilitate projects and business operations.
			6.3.11 Identify the information technology needs of a new business venture, project, product, or service.

Strands	Outcomes	DOK	Competencies
Resource Management		4	6.3.4 Research and use website creation tools to post web pages and storefronts that support multimedia use and achieve operational metrics (e.g., load time, availability, usability, search engine optimization) on multiple devices and platforms. 6.3.5 Research and incorporate visual, interactive and social media content into business communications. 6.3.6 Conduct usability testing, and develop strategies to enhance the usability and scalability of systems and compatibility of applications. 6.3.7 Maintain a multimedia website, and test and post website design changes. 6.3.8 Establish operational performance benchmarks for websites and storefronts (e.g., maintenance and load times) that consider the impact of scalable design requirements (e.g., number of users, bandwidth and content). 6.3.9 Describe the impact of service-level agreements on data processing and management. 6.3.10 Manage data change risks (e.g., change authorization, change documentation, spreadsheet controls, test databases, offsite backups).
	Knowledge Management	1	
		2	6.4.2 Determine the factors that impact the scalability of knowledge management frameworks and the ability for organizations to identify, create or summarize, store, share and apply knowledge in centralized and dispersed environments.
		3	6.4.2 Determine the factors that impact the scalability of knowledge management frameworks and the ability for organizations to identify, create or summarize, store, share and apply knowledge in centralized and dispersed environments. 6.4.3 Select and implement offline tools and techniques to gather, document and organize the knowledge residing with employees across the organization (e.g., relational networks, brainstorming, learning and idea capture, peer assist, learning reviews, storytelling, collaborative physical workspace, knowledge cafés, communities of practice). 6.4.4 Select and apply online networks and tools to disseminate knowledge and effective practices (e.g., document libraries, Wikis, blogs, social networking sites or services, knowledge clusters, expert locators, collaborative virtual workspaces, interfaces). 6.4.5 Describe the impact of an organization's knowledge validation and security strategy. 6.4.6 Use knowledge-management metrics to determine the effectiveness of the information system.

Strands	Outcomes	DOK	Competencies
Resource Management	Human Resources Planning	4	6.4.1 Identify and employ a taxonomy and metadata schema to organize and catalogue information. 6.4.7 Maintain and update knowledge management systems (e.g., incorporate new social networks, identify or create new queries, purge outdated information).
		1	
		2	6.5.1 Explain the functions of human-resources management.
		3	6.5.2 Describe factors that impact human-resources management (e.g., availability of qualified people, alternative staffing methods, employment laws and regulations, company policies and procedures, total rewards programs, diversity and inclusion, technology). 6.5.3 Describe the impact of an organization's global business strategy, structure and culture on human-resources strategies. 6.5.4 Describe ways that businesses build their employer brand and the brand's significance through human-resources management. 6.5.5 Describe planning techniques used in the hiring process (e.g., succession planning, workforce planning or forecasting, staff and leadership development, sourcing, selection). 6.5.9 Explain assessment methods used in the hiring process, and choose employment assessments to administer to job applicants based on objectives. 6.5.12 Compare and contrast staffing and workforce planning.
		4	6.5.6 Evaluate the use of alternative staffing methods to meet organizational and departmental objectives (e.g., outsourcing, telecommuting, shared responsibilities, flexible work schedules, virtual teams, contracted workers, interns). 6.5.7 Develop or tailor job application forms or blanks. 6.5.8 Develop job descriptions, job specifications and job profiles. 6.5.10 Develop hiring policies and employee-selection procedures. 6.5.11 Develop a short-term staffing plan that supports business needs and facilitates strategic placement of talent.
	Talent Acquisition	1	
		2	
		3	6.6.1 Determine staffing needs, and evaluate availability of talent. 6.6.2 Explain factors to consider when hiring different categories of employees (e.g., interns, independent contractors, people with disabilities, older people, non-U.S. citizens). 6.6.3 Develop strategies to market the organization to potential employees.
		4	6.6.4 Identify and implement legally compliant strategies to recruit and track job applicants domestically and internationally. 6.6.5 Write and post job announcements for job openings. 6.6.6 Screen and interview job applicants using culturally appropriate techniques.

Strands	Outcomes	DOK	Competencies
Resource Management	Talent Onboarding and Development		6.6.7 Administer employment assessments (e.g., leadership and communication styles, personality or skill assessments) to evaluate character and competency. 6.6.8 Conduct a legally compliant investigation of applicant's background consistent with role, job and regulatory requirements; and investigate potential for growth and development in the business. 6.6.9 Make hiring decisions, and follow up with applicants in a consistent and compliant manner. 6.6.10 Make job offers explaining contingencies underlying the offers, and negotiate employment terms or contracts. 6.6.11 Evaluate effectiveness of recruitment sources (e.g., recruiting firms, social networks), and apply staffing metrics to assess the effectiveness of hiring decisions (e.g., retention or turnover, cost-benefit analysis, costs per hire, selection ratios, adverse impact).
		1	
		2	
		3	6.7.1 Explain standard relocation practices and expatriation and repatriation issues and practices, and assist with employee relocation and logistics. 6.7.4 Determine employee and business talent-development needs (task or process analysis, gap or needs analysis). 6.7.5 Determine and obtain resources and tools for talent development, and ensure environment is appropriate for training. 6.7.12 Identify leadership-development activities appropriate to the position or level.
		4	6.7.2 Conduct human resources onboarding activities (e.g., employment eligibility verification [I-9 form], tax paperwork, contracts, benefit plans, policy orientation). 6.7.3 Orient talent to organizational culture, values and norms using appropriate techniques (e.g., coaching or mentoring, cross-departmental networking, toolkits, training). 6.7.6 Administer talent-development activities and training, and coach for performance or development using talent-development theories. 6.7.7 Select and administer assessments to evaluate employee learning. 6.7.8 Conduct and document performance reviews to enhance performance and development and to protect the organization. 6.7.9 Apply performance improvement plans to build accountability and strengthen relationships. 6.7.10 Determine when employee corrective measures are needed, and take needed action to address problem or issue (e.g., retraining, reassignment, reprimand, demotion, dismissal, coaching). 6.7.11 Calculate and analyze costs associated with talent-development activities.

Strands	Outcomes	DOK	Competencies
Resource Management			6.7.13 Develop and facilitate programs, practices and services that promote the physical and mental well-being of individuals in the workplace.
			6.7.14 Make recommendations for succession planning and for the development of a succession and workforce program tied to leadership and staff development.
			6.7.15 Facilitate career-development planning.
	Total Rewards and Recognition	1	
		2	
		3	6.8.1 Describe compensation methods; their advantages and disadvantages; legal ramifications; and the impact on achievement of corporate, team and individual goals.
			6.8.2 Explain compensation issues associated with interns, retirees, consultants or contractors, union agreements and fair pay.
			6.8.5 Explain total rewards strategies (e.g., benefit plans, fitness or wellness programs, retirement plans, executive compensation, alternative work practices, leave techniques, tuition reimbursement).
		4	6.8.3 Classify jobs (e.g., Fair Labor Standards Act [FLSA] exempt, non-exempt, Equal Employment Opportunity Commission [EEOC] occupational category); and apply salary ranges, pay grades or bands and benefits eligibility.
			6.8.4 Conduct legally acceptable research to determine competitiveness of compensation and benefits.
			6.8.6 Evaluate impact of total rewards options (e.g., retirement plans, benefits plans, pay-for-performance, market-based pay system) for employees, and make recommendations to improve value of total rewards options.
			6.8.7 Administer total rewards programs and strategies.
			6.8.8 Compare company's total rewards practices with those of successful businesses to determine competitiveness of offerings.
	Employee Engagement and Relations	1	
		2	6.9.10 Delegate work to others, and assist with prioritizing work responsibilities.
		3	6.9.1 Explain the impact and cost of dissatisfied or disengaged employees, and identify the factors contributing to employee satisfaction and engagement.
			6.9.2 Recognize or reward employees for their work efforts and contributions.
			6.9.3 Coach or mentor employees on issues to improve performance.
			6.9.4 Implement processes to promote equitable opportunities for employees.
			6.9.6 Identify issues associated with a diverse team (e.g., generational, ethnic, gender, religious) to achieve organizational inclusion objectives.

Strands	Outcomes	DOK	Competencies
Resource Management		4	6.9.5 Address and document employee issues, and recommend resolutions. 6.9.7 Champion and leverage workplace diversity and inclusion to achieve workplace objectives. 6.9.8 Use community involvement as a talent acquisition, development and retention strategy (e.g., determine interest in community activities, coordinate involvement). 6.9.9 Assess employer-employee relationships and talent engagement strategies, resolving identified issues.
	Human Resources Operations	1	
		2	
		3	
		4	6.10.1 Develop methods to facilitate the coaching and mentoring of supervisors to assist them in implementing performance appraisals. 6.10.2 Process human-resource compliance paperwork, and complete required reporting (e.g., workers' compensation claims, Occupational Safety and Health Administration [OSHA] documents, employment documents, fair medical leave, disability, unemployment). 6.10.3 Facilitate career transitions of employees. 6.10.4 Identify and analyze the costs and benefits of implementing innovative approaches to human-resources management. 6.10.5 Identify performance-management systems and written performance-management procedures appropriate to organizational size and values. 6.10.6 Communicate policies and procedures to staff through an employee handbook and policy and procedures manual. 6.10.7 Establish performance improvement plans and processes. 6.10.8 Determine the extent and causes of employee turnover, identify corrective measures, and make recommendations to manage the issues arising from employee turnover. 6.10.9 Analyze and report on the cost of turnover, lost time and ineffective employee relations. 6.10.10 Demonstrate human-resources management's contribution to organizational effectiveness (e.g., human-resources management analytics) using objective evidence. 6.10.11 Describe talent-management issues associated with organizational changes (e.g., rightsizing, downsizing, talent reallocation, organizational restructuring or redesign). 6.10.12 Conduct talent-management audit (e.g., identify key persons, identify at-risk employees).

Strands	Outcomes	DOK	Competencies
Operations Management	Safety, Health, and Security	1	
		2	
		3	7.1.1 Promote adherence to health and safety regulations to support a safe work environment. 7.1.2 Identify needed safety and security policies and procedures to protect organizational stakeholders (e.g., employees, contractors, directors and officers, customers, guests and visitors). 7.1.3 Identify types of hazardous materials, and describe their impact on human health and environmental resources. 7.1.4 Describe the requirements for the treatment, storage and disposal of hazardous materials; and evaluate the impact of hazardous material releases on organizational performance. 7.1.5 Identify strategies for protecting business's digital assets, customer data and other confidential business information.
		4	7.1.6 Develop policies, procedures, performance aids and monitoring activities to promote and support workplace safety and security goals 7.1.7 Conduct safety inspections. 7.1.8 Develop and implement programs containing safety and security policies and procedures to minimize risk. 7.1.9 Recommend emergency response, business recovery, and incidence response plans based on available organizational and community resources. 7.1.10 Conduct business continuity and disaster reaction exercises. 7.1.11 Investigate safety and security incidents. 7.1.12 Evaluate the impact of third-party (e.g., supplier, contractor, foreign joint venture) workplace incidents on business reputation, brand and performance; and describe strategies to reduce risk. 7.1.13 Adjust emergency and incidence response plans to address hazardous materials' presence or release.
	Sourcing and Procurement	1	
		2	7.2.1 Differentiate among purchasing, procurement and sourcing.
		3	7.2.2 Identify potential sources of materials or services locally, nationally and globally; and make purchases. 7.2.3 Evaluate the impact of using global sources. 7.2.4 Manage the bid or contracting process (e.g., bid specification, vendor or supplier search, bid review, selection of vendor) to achieve business goals. 7.2.11 Assess the impact of accepting gifts on procurement decisions, business performance and brand image.
		4	7.2.5 Negotiate vendor contracts with suppliers (e.g., service and maintenance, supplies, system development). 7.2.6 Monitor and evaluate vendor performance and relationships (e.g., supplier visits, scorecards).

Strands	Outcomes	DOK	Competencies
Operations Management			7.2.7 Determine organizational strategies (e.g., quality, availability, productivity, sustainability, supply chain management, corporate social responsibility, ethical business practices) impacting expense control options, and incorporate them into expense control plans.
			7.2.8 Implement expense control strategies (e.g., reduce use of supplies or services, develop budgets, review overhead or operating costs, renegotiate contracts).
			7.2.9 Identify opportunities to incorporate operational objectives into the procurement process (e.g., supplier diversity initiatives, supply chain management goals, regulatory compliance).
			7.2.10 Evaluate whether to make or buy products.
	Inventory Management	1	
		2	7.3.2 Identify the advantages and disadvantages of Just-in-Time(JIT) inventory processes.
			7.3.3 Describe the factors considered in establishing inventory thresholds (e.g., tolerance for stock-outs, supply chain process goals).
		3	7.3.1 Calculate the cost of carrying inventory.
		4	7.3.4 Maintain inventory systems and controls to efficiently monitor, safeguard and replenish inventory (e.g., JIT, Lean, FIFO, LIFO, inventory counts) based on usage levels, lead times and forecasts.
			7.3.5 Use demand forecasts and capacity planning strategies (e.g., lead strategy, lag strategy, match strategy).
			7.3.6 Create a master production schedule.
			7.3.7 Evaluate the effectiveness and efficiency of a production schedule.
			7.3.8 Allocate and track merchandise stock by classification, department, class, vendor and location.
			7.3.9 Implement category management processes.
			7.3.10 Plan merchandise flow for timely delivery (e.g., turnover, lead time, peak seasons, delivery dates).
			7.3.11 Determine shelf space allocation.
			7.3.12 Assess distribution strategies (sales or stock performance, inventory status or performance) using performance metrics.
			7.3.13 Conduct inventory valuation.
			7.3.14 Determine potential inventory issues, and develop backup options to obtain needed materials and maintain operations.
			7.3.15 Describe how inventory management principles apply to intangible services (e.g. insurance website).

Strands	Outcomes	DOK	Competencies	
Operations Management	**Quality Management**	1		
		2	7.4.1	Describe the nature of quality, and identify quality-control measures and techniques.
			7.4.2	Explain the components of a quality plan, its purpose for the organization, the development process and the role of employees and data integrity in the process.
		3	7.4.3	Evaluate the impact of quality on internal and external brand experience, reputation, financial performance (e.g., healthcare reimbursement), procurement and sourcing options and process design.
			7.4.5	Describe common elements and different types of documentation systems and their role in quality assurance and quality control (e.g., configuration management, quality manual, document control).
			7.4.7	Describe validation and qualification methods used in new or revised products, processes and services (e.g., alpha and beta testing, first-article, customer satisfaction surveys).
		4	7.4.4	Utilize quantitative and qualitative quality control measures and methods to evaluate prevention, appraisal and internal and external failures (e.g., mean time to failure, mean time to repair, training scores, scrap analysis, complaint analysis, warranty analysis).
			7.4.6	Analyze and report quality of products and services using recognized quality standards and specifications.
			7.4.8	Select, apply and interpret quality tools to manage the quality process (e.g., flowcharts, Pareto charts, cause-and-effect diagrams, check sheets, scatter diagrams, histograms).
			7.4.9	Develop a plan for quality improvement.
	Facilities Management	1		
		2	7.5.1	Identify routine activities for maintaining, disposing, retiring and replacing business facilities and equipment.
		3	7.5.2	Implement a preventive maintenance program that considers workflow efficiencies and production requirements.
			7.5.3	Monitor, evaluate and improve maintenance program.
			7.5.4	Identify waste-reduction opportunities to improve costs, reduce environmental impact or obtain LEED certification.
			7.5.5	Determine opportunities to "green" the workplace.
			7.5.8	Describe factors to consider in managing space-renovation projects.
		4	7.5.6	Evaluate the feasibility of obtaining LEED certification using LEED project site factors and evaluation criteria.
			7.5.7	Evaluate emergency preparedness.
			7.5.9	Develop a strategy to optimize the use of a facility's space to lower operating costs (e.g., space planning).

Strands	Outcomes	DOK	Competencies
Operations Management			7.5.10 Evaluate options for securing facilities and office space to support growth, risk mitigation strategies (e.g., off-site data centers) and new ventures.
	Distribution and Logistics Management	1	
		2	
		3	7.6.1 Explain the elements that influence the design of transportation, distribution and logistical strategies (e.g., geographical locations, transportation costs, storage capacities, process design, regulations).
			7.6.2 Compare and contrast the transportation systems for tangible and intangible items (e.g., natural gas, electricity, telecommunications).
			7.6.3 Analyze the cost structure and advantages and disadvantages of different transportation modes.
			7.6.4 Analyze the impact of warehouse size and space layout on inventory management options, materials handling and logistical requirements.
			7.6.6 Explain the impact of packaging on achievement of organizational goals, and choose appropriate packaging materials to pack products.
			7.6.9 Describe commonly used metrics for evaluating transportation efficiency and effectiveness.
		4	7.6.5 Implement receiving and fulfillment processes to meet organizational goals.
			7.6.7 Develop and manage transportation plans or networks to meet customer requirements and to comply with domestic and international regulations.
			7.6.8 Implement processes to comply with export or import licensing regulations and obtain releases and clearances to export products.
			7.6.10 Execute product tagging and coding to track the movement of goods.
			7.6.11 Examine reverse logistics' processes and costs, and describe strategies used to reduce costs.
	Supply Chain Management	1	
		2	7.7.1 Discuss the relationship between economic output and a society's standard of living.
			7.7.3 Describe supply chain's impact on customer satisfaction and perceived value.
			7.7.4 Describe supply chains, and explain their integration with and influence on business activities and functions (e.g., product development, production, marketing, finance).
		3	7.7.2 Analyze the effects of inputs and outputs on productivity levels.
			7.7.5 Trace and track the end-to-end supply-chain network.
			7.7.6 Measure supply chain effectiveness, efficiency, adaptability and sustainability.

Strands	Outcomes	DOK	Competencies
Operations Management			7.7.7 Evaluate risk factors and social economic trends affecting supply chain systems and the range of decisions available to management (e.g., sustainability focus, industry self-regulatory standards, globalization).
			7.7.8 Identify opportunities to improve supply-chain processes through service levels, quality or cost enhancements.
			7.7.10 Compare challenges in supply chain design and operations for national and multinational organizations.
		4	7.7.9 Implement supply-chain management strategies.
			7.7.11 Select strategies for improving customer and supplier relationships to support achievement of supply-chain goals.
	Operations Risk Management	1	
		2	7.8.1 Compare the costs of routine operational failures (e.g., execution errors, accidents, processing failures) with non-routine operational failures (e.g., fraud, conscious violation of professional ethics, acts of nature).
			7.8.2 Identify foreign influences that increase the risk of routine and non-routine operational failures in multinational corporations.
		3	7.8.3 Describe strategies for reducing the risk of routine and non-routine operational risk as staffing size and organizational complexity increase (e.g., automation, procedures, checklists).
			7.8.4 Describe factors that create a chain of trust in the tracking of physical and non-physical assets.
			7.8.5 Identify the operational risk factors associated with new ventures or business changes (e.g., new product, market, system, process).
		4	7.8.6 Develop alternative strategy for performing operational duties in a disaster situation.

Strands	Outcomes	DOK	Competencies
Process Management	Business Process Analysis	1	
		2	
		3	8.1.1 Explain approaches for documenting business processes that identify risks, controls and performance issues. 8.1.2 Document the process activities, records or information and systems involved in business activities (e.g., developing new products, acquiring new customers, producing inventory for sale, selling goods and services, managing people). 8.1.4 Identify measurements and metrics for evaluating process effectiveness and efficiency. 8.1.5 Identify and select approaches for acquiring and evaluating quantitative and qualitative business-process data (e.g., observation, re-performance, surveys, data analysis).
		4	8.1.3 Identify process requirements and performance expectations. 8.1.6 Identify a business problem, define data needs and constraints and assumptions, and communicate the scope of a business analysis project. 8.1.7 Make recommendations for areas of improvement in a business process, and quantify the costs and benefits.
	Data Research and Analysis	1	
		2	
		3	8.2.2 Distinguish among normal and abnormal variations, causality and correlation in patterns. 8.2.3 Explain factors used to select appropriate data analysis techniques (e.g., if-then rule, similarity-driven model, equation models, linear or non-linear regression). 8.2.4 Identify challenges associated with data analysis, implications on problem solving and potential solutions (e.g., if-then rule, missing data, microdata). 8.2.5 Explain factors used to challenge the usability of rules (e.g., support, confidence, target model performance [lift], actionable). 8.2.6 Describe the nature of mining unstructured data (e.g., online discussion forums, social networks, call scripts). 8.2.7 Evaluate data structures using data tables and field mapping.

Strands	Outcomes	DOK	Competencies
Process Management	Data Research and Analysis	4	8.2.1 Create databases to capture and manipulate structured data for problem-solving and business needs (e.g., reporting, compliance). 8.2.8 Develop specifications that produce accurate and properly reported data. 8.2.9 Use statistical methods and software systems to aid in data interpretation. 8.2.10 Preserve, convert, or migrate existing data files; and analyze data using computer programs and scripts. 8.2.11 Integrate data mining (analytics) into business operations (e.g., issue identification, network analytics, web analytics, fraud analytics, customer analytics, risk analytics, web analytics).
	Project Management	1	
		2	8.3.1 Compare and contrast the role and responsibilities of project sponsors, project managers, and project team members. 8.3.2 Explain the impact of expectation setting on project outcomes.
		3	8.3.3 Define project objectives, scope, outputs, and resource requirements (i.e., project charter and statement of work). 8.3.4 Document, sequence, allocate, and schedule activities to facilitate on-time and on-budget completion of project by qualified resources. 8.3.9 Close project (e.g., obtain buyer acceptance, finalize billing, archive documentation). 8.3.10 Evaluate project results (e.g., compare project results to expectations, conduct surveys, review lessons learned), and recommend follow-up actions
		4	8.3.5 Manage project scope and activities as project progresses (e.g., identify scope changes, monitor critical path, update project activities). 8.3.6 Manage project schedule, resources, costs and quality as project progresses (e.g., review project completion status, identify potential delays, review costs, review drafts). 8.3.7 Monitor and communicate project status, issues and changes to stakeholders. 8.3.8 Manage the project team throughout the project to reduce conflict, minimize rework, and meet the project objectives (e.g., enforce ground rules, identify and provide training, facilitate cross-team communications, catalog and resolve issues, provide feedback).
	Contract Oversight	1	
		2	8.4.1 Distinguish among types of contracts (e.g., vendor contracts, labor agreement, statement of work, master services agreement, letters of intent, memoranda of understanding). 8.4.2 Explain contract components and their associated risks, terms and conditions.

Strands	Outcomes	DOK	Competencies
Process Management		3	8.4.3 Identify financial arrangements in contracts and the financial information required to verify compliance with the contract terms (e.g., cost plus pricing, contingent pricing, time and materials pricing, profit-sharing, percentage-based fees). 8.4.4 Identify contract terms that might restrict future business activity (e.g., required credit rating, maximum debt-to-equity ratio, minimum cash reserve, prohibited lease transactions, shared information). 8.4.5 Identify contract terms that mandate reporting of financial and non-financial information, and establish processes to collect and submit required information. 8.4.7 Determine strategies to manage compliance of outsourced and hosted service providers. 8.4.8 Describe options available to resolve breach of contract efficiently and effectively to reduce business loss (e.g., renegotiation of terms, settlement). 8.4.9 Explain factors considered when evaluating acceptance of offers.
		4	8.4.6 Develop process to monitor contract terms for compliance and to protect against breach of contract or default. 8.4.10 Plan for contract terminations. 8.4.11 Maintain contract compliance documentation for required timeframe.
	Financial Operations	1	
		2	8.5.1 Describe lines of business (e.g., retail, commercial), and identify products and product features. 8.5.2 Describe functions of operations departments in financial-services companies (i.e., banking, insurance, and securities operations), and explain their interdepartmental and intercompany dependencies.
		3	8.5.5 Explain segregation of duties controls (e.g., dual vault control). 8.5.6 Analyze unique physical and information security risk factors applicable to financial services. 8.5.7 Recommend strategies to address the unique physical and information security risk factors applicable to financial services. 8.5.13 Negotiate insurance claims. 8.5.14 Analyze claim activity for fraud.
		4	8.5.3 Perform transaction-execution support, recording, processing and settlement (e.g., input deposit, process check, record securities buy or sale, scan and index documents). 8.5.4 Manage customer accounts in accordance with policies and governmental mandates (e.g., verify information, complete required forms, report mandated information). 8.5.8 Perform daily branch operating procedures (e.g., process cash deposits and withdrawals, perform currency exchanges, balance drawer).

Strands	Outcomes	DOK	Competencies
Process Management			8.5.9 Use techniques to underwrite loan and insurance applications. 8.5.10 Service loans and accounts in accordance with applicable regulations (e.g., mortgage, trust, agency). 8.5.11 Handle problem loans and accounts. 8.5.12 Investigate and process insurance claims (e.g., conduct interviews, inspect property, review medical reports, assign value, compile report).
	Medical Operations	1	
		2	
		3	8.6.1 Register, screen and direct patients and non-patient visitors. 8.6.2 Adapt patient handling approach to address cultural needs of different patient groups (e.g., elderly, non-native English speaking). 8.6.3 Prepare data for a referring physician. 8.6.4 Recognize and respond to medical emergencies based on protocols, standard triage procedures and first aid and cardiopulmonary resuscitation (CPR) practices. 8.6.5 Conduct telephone triage procedures to obtain information required to identify urgency of needs and to direct phone calls properly. 8.6.6 Determine the cause of denied insurance claims, and recommend follow-up actions to resolve claims. 8.6.7 Process payments on accepted insurance claim, and post adjustments and write-offs.
		4	8.6.8 Initiate procedures to collect remaining balances (e.g., bill patient responsibility, initiate secondary insurance claim). 8.6.9 Analyze and establish fee schedules and discounts. 8.6.10 Manage a scheduling and registration system (e.g., monitor patient flow, verify insurance coverage, confirm appointments, process referrals). 8.6.11 Complete and maintain the medical office credentialing process. 8.6.12 Prepare for on-site inspection by credentialing authority.
	Medical Coding and Billing	1	
		2	8.7.1 Explain the need for standardized patient terminology in insurance coding and processing. 8.7.2 Identify coding conventions used to obtain standardization. 8.7.3 Explain the health-care insurance system and factors impacting processing and payment of insurance claims (e.g., eligibility, insurance networks, primary and secondary providers).
		3	8.7.4 Identify the appropriate section of authorized resources (e.g., ICD-10-CM alphabetical index and tabular list) to locate and assign a code at the highest level of detail required for the code to be valid. 8.7.5 Identify condition modifiers that impact code selection (e.g., acute or chronic condition, late effects, secondary manifestations or complications, threatened condition, laterality, syndromes).

Strands	Outcomes	DOK	Competencies
Process Management			8.7.6 Identify diagnoses and conditions that have specific coding guidelines in addition to general guidelines (e.g., Human Immunodeficiency Virus [HIV], antibiotic resistant infections, sepsis, neoplasms, blood diseases), and evaluate factors influencing the reporting and collection of data on these diagnoses or conditions.
		4	8.7.7 Code diseases for human anatomical systems (e.g., endocrine, nervous, circulatory, respiratory, digestive, musculoskeletal). 8.7.8 Code obstetric and perinatal conditions and progressions. 8.7.9 Code external causes of injury, poisoning and morbidity. 8.7.10 Code outpatient services. 8.7.11 Distinguish between principal diagnosis and additional diagnoses. 8.7.12 Complete required procedures and insurance forms for private insurance carriers, self-pay patients and government-insured patients using the coding of the International Classification of Diseases (ICD10) and Current Procedural Terminology (CPT) coding systems. 8.7.13 Identify required data elements, and manage the conversion of patient information to electronic medical records (e.g., manage data collection; process consent forms; input, review, edit documents).

Strands	Outcomes	DOK	Competencies
Financial Analysis and Evaluation	Financial Principles	1	
		2	9.1.1 Compare and contrast types of business, types of business ownership and the role of profit and taxes in influencing business structure. 9.1.2 Explain the principles of domestic and international financial exchange that influence business strategy (e.g., forms of exchange, types of currency, time value of money). 9.1.3 Explain the impact of tariffs, dumping and prohibited transaction rules on the financial performance of foreign operations. 9.1.5 Explain how accounting and accounting standards impact business financial performance, and distinguish between cash and accrual methods of accounting. 9.1.6 Distinguish among profit, cash flows and return-on-investment (ROI) measures; and identify factors that could cause different outcomes within these three measures of business performance. 9.1.8 Describe fiscal year and the factors driving businesses to select different fiscal years in different industries.
		3	9.1.4 Determine risks to short-term and long-term business strategy using critical information on financial documents (e.g., pay register, bank statements, income tax forms, financial statements). 9.1.7 Interpret cost-benefit analysis and revenue analysis (e.g., total revenue, marginal revenue, output, profit). 9.1.9 Calculate sales and financial ratios. 9.1.11 Calculate insurable losses. 9.1.12 Review and analyze business tax returns to profile a business. 9.1.13 Compare and contrast financing options for domestic and international markets. 9.1.14 Monitor and calculate profitability and return on investment (ROI). 9.1.15 Explain the impact of net present value and opportunity costs on capital investment decisions.
		4	9.1.10 Forecast sales, and interpret financial ratios.

Strands	Outcomes	DOK	Competencies
Financial Analysis and Evaluation	Corporate Investments	1	
		2	9.2.1 Identify sources of and interpret securities information. 9.2.2 Interpret changes in equity. 9.2.3 Explain capital markets and corporate valuation models used in finance. 9.2.8 Predict bankruptcy potential for a business.
	Corporate Investments	3	9.2.4 Compare business performance within and across industry sectors using financial analysis (e.g., ratio analysis, trend analysis, fundamental analysis). 9.2.5 Predict business performance using financial statements and financial analysis, and describe the limitations of financial analysis. 9.2.6 Describe how a business's financial needs at different stages of development may impact performance and company value. 9.2.7 Explain how business decisions influence capital market prices (i.e., stocks and bonds) and company value. 9.2.9 Compare asset allocation strategies, risk profiles and investment objectives.
		4	9.2.10 Select investments that generate revenue for clients, comply with securities laws and regulations, fit within diversification and portfolio management strategies and achieve client's financial goals and objectives.
	Financial Risk Management	1	
		2	
		3	9.3.10 Describe factors influencing retirement plan administration and selection of an administrative agent.
		4	9.3.1 Evaluate and forecast company performance using business ratios (e.g., liquidity ratios, efficiency ratios, debt leverage ratios, market ratios) and peer-to-peer comparisons; and identify incongruent relationships for further review. 9.3.2 Calculate internal performance measures (e.g., product-line profitability, business unit profitability, return on investments, working capital). 9.3.3 Calculate cash needs using the time value of money. 9.3.4 Analyze the impact of changes in benchmark rates on lending and borrowing costs (e.g., fed funds rate, 10-year treasury rate, London Interbank Offered Rate [LIBOR]). 9.3.5 Set achievable business financial goals using internal and external economic indicators. 9.3.6 Measure cost-effectiveness of expenditures. 9.3.7 Analyze transactions and accounts (e.g. purchases, sales, sales returns and allowances) to identify manageable risks and opportunities.

Strands	Outcomes	DOK	Competencies
Financial Analysis and Evaluation			9.3.8 Determine aspects of international corporate finance impacting company performance (e.g., transaction exposure, financing costs). 9.3.9 Determine financial risk-management techniques and associated risks (e.g., derivative contracts, insurance, indemnity agreements, self-insured retentions, captives).
	Internal Controls	1	
		2	9.4.1 Describe the impact of financial reporting and internal control regulations on control requirements (e.g., Sarbanes-Oxley Act of 2002, Dodd-Frank Wall Street Reform Act, Model Audit Rule, Government Accountability Standards).
		3	9.4.2 Assess and identify the risk of errors and fraud in transactions and accounts (e.g., unusual activity, abnormal variations). 9.4.3 Assess the effectiveness of internal controls. 9.4.6 Analyze the impact of organizational growth and complexity on the effectiveness of internal controls.
		4	9.4.4 Develop and implement internal control procedures (e.g., cash controls, inventory controls, payroll controls, capital asset controls, data protection, personal information controls). 9.4.5 Inspect and ensure the continued functioning of internal controls.
	Financial Accounting	1	
		2	9.5.1 Describe how basic accounting principles and requirements of accounting-standards setting bodies impact the accounting and auditing process (e.g., Generally Accepted Accounting Principles [GAAP], required set of financial statements). 9.5.2 Explain the accounting concepts that form the basis for accounting systems that comply with GAAP (e.g., accounting cycle, accounting method, accounting equation).
		3	9.5.14 Identify and preserve accounting information in compliance with regulations and policies.
		4	9.5.3 Create a GAAP-compliant chart of accounts providing a sufficient level of detail to support other managerial objectives (e.g., cost center reporting). 9.5.4 Predict balance sheet changes using the accounting equation and account characteristics (e.g., debit or credit). 9.5.5 Classify and record standard business transactions (e.g., cash, accounts receivable, accounts payable, inventory, plant assets) to the general ledger using journals and reconciliation rules to reduce errors. 9.5.6 Identify, evaluate and determine the accounting for nonstandard transactions. 9.5.7 Record adjusting entries, closing entries and post-closing correcting and reversing entries to general ledger accounts using journals (e.g., depreciation, allowances, consolidation). 9.5.8 Classify asset and liability accounts into current and non-current categories.

Strands	Outcomes	DOK	Competencies
Financial Analysis and Evaluation	Financial Reporting and Auditing		9.5.9 Manage accounting processes in accordance with accounting standards and organizational policies and procedures (e.g., cash, accounts receivable, accounts payable, inventory usage valuation, payroll expenses and benefits, long-term assets, intangible assets). 9.5.10 Summarize accounting data in trial balances, worksheets and financial statements. 9.5.11 Perform procedures to validate accuracy of accounting data, to identify errors and to make corrections (e.g., review trial balance, reconcile cash, proof ledgers, count inventory). 9.5.12 Calculate and process tax and benefit payments. 9.5.13 Perform automated accounting functions using available hardware and software applications.
		1	
		2	9.6.1 Explain the importance of accurately reporting a business's financial position and activities, the types of systems that are used for that purpose (i.e., tax systems, financial and cost systems) and the linkage to operational systems (i.e., enterprise systems). 9.6.6 Describe the elimination process to account for consolidated entities and the purpose of consolidated financial reports.
		3	9.6.2 Determine the level and type of reporting required to achieve business objectives and comply with regulatory requirements (e.g. compilation, audit, GAAP, IFRS, SME, fund accounting). 9.6.11 Identify the requirements associated with planning, conducting, supervising, and reporting the results of internal and external audits in accordance with auditing and attestation standards and state regulations. 9.6.12 Comply with internal and external confidentiality and non-disclosure requirements.
		4	9.6.3 Account for partnership activity and allocation of partnership profits and losses in accordance with partnership agreements. 9.6.4 Account for corporate equity activity (e.g., stock issuance, dividends, stock repurchases). 9.6.5 Account for specialized transactions (e.g., acquisitions, disposals). 9.6.7 Determine accounts and transactions requiring adjustments for local versus international accounting requirements. 9.6.8 Identify tax accounting differences (e.g., accelerated depreciation). 9.6.9 Analyze financial statements and accounts to prepare supplemental schedules and reports that comply with reporting requirements (e.g., notes to financial statements, management discussion and analysis, sustainability disclosures, earnings per share disclosure). 9.6.10 Prepare and file financial reports and business tax returns.

Strands	Outcomes	DOK	Competencies
Financial Analysis and Evaluation	Accounting for Decision-making	1	
		2	
		3	9.7.1 Select cost accounting technique, and determine processes and procedures required to effectively and efficiently implement it. 9.7.5 Set break-even and c-v-p targets. 9.7.11 Calculate quality costs (e.g., prevention, appraisal, failure).
		4	9.7.2 Track and allocate costs to projects and cost centers (e.g., job order cost sheets, standard cost application, overhead calculation). 9.7.3 Apply cost accounting techniques to challenge prices and to calculate cost of goods sold (e.g., job and process costing, activity-based costing). 9.7.4 Calculate break-even; and analyze cost, volume and profit variances (c-v-p). 9.7.6 Apply cost and revenue data for short-term and long-term decision-making, strategic planning and forecasting. 9.7.7 Project future revenues and expenses for budgeting and forecasting purposes. 9.7.8 Interpret pro-forma financial statements (e.g., balance sheet, income statement, cash flow statement) to determine impact of a proposed action. 9.7.9 Develop budgeting process (e.g., top-down, bottom-up, incremental) to support business goals and objectives. 9.7.10 Prepare budget and forecast reports (e.g., overhead, production, operating, capital expenditure) and budgeted operating statements using preliminary budget detail. 9.7.12 Improve budgeting and forecasting accuracy.

Strands	Outcomes	DOK	Competencies
Strategic Management	Strategic Planning	1	10.1.10 Describe the process and structure of business planning.
		2	10.1.1 Describe the strategic-planning process in an organization and the relationship between strategic planning, organizational business plans and departmental plans.
		3	10.1.2 Define business mission. 10.1.3 Translate the business mission into departmental imperatives.
		4	10.1.4 Conduct an organizational or department situational analysis of the internal and external environment to support development of a strategic plan. 10.1.5 Identify and benchmark key performance indicators (e.g., dashboards, scorecards) and key risk indicators. 10.1.6 Develop and communicate time-bound company or departmental vision, goals, and objectives. 10.1.7 Develop strategic action plans at the departmental level to achieve goals and objectives (e.g., marketing, research and development, procurement, production, human resources, information technology). 10.1.8 Track achievement of goals and objectives using appropriate benchmarking techniques and internal information. 10.1.9 Determine the effectiveness of the strategic-planning process, and react to it.
	Strategic Execution	1	
		2	10.2.4 Describe the relationship of departmental strategies to departmental goals and objectives. 10.2.6 Explain uses of and differences in financial and operational information analysis (e.g., financial KPIs, marketing KPIs, logistics KPIs), and identify metrics that promote a balanced and successful approach to execute strategy.
		3	10.2.1 Identify activities required to support the strategic goals, objectives and plans of the organization; and adjust departmental focus. 10.2.2 Identify functions, skills and capabilities required to execute strategy; and determine whether those skills and capabilities are present or available. 10.2.3 Compare options for departmental structure, and evaluate their ability to support plan execution (e.g., in-house or outsourced; centralized, remote, hybrid; cross-functional teams or specialized groups). 10.2.5 Determine departmental policies required to support strategy. 10.2.8 Determine factors influencing the organizational structure and strategies for foreign businesses.
		4	10.2.7 Determine alternative actions to take when goals are not being met (e.g., modify tactics, increase allocated resources, challenge goals, identify exit options).

Strands	Outcomes	DOK	Competencies
Strategic Management	Change Management	1	
		2	10.3.1 Explain the internal and external factors that create resistance to change, and describe their impact on the speed of change. 10.3.2 Describe the relationship among innovation, learning and change.
		3	10.3.3 Compare and contrast strategies and approaches for leading changes involving how things are done (second-order change) versus organizational values and culture (third-order change). 10.3.4 Evaluate opportunities for company or departmental changes. 10.3.5 Identify the factors considered in establishing organizational development objectives to support change initiatives. 10.3.6 Analyze the factors included in a change-management initiative. 10.3.7 Explain the change-management life cycle and its relationship with project management.
		4	10.3.8 Measure the success of change efforts.
	Cash Management	1	
		2	
		3	10.4.4 Identify strategies for managing the risks associated with opening, managing and closing corporate bank accounts (e.g., Payment Card Industry [PCI] compliance/Health Insurance Portability and Accountability Act [HIPAA]). 10.4.5 Manage the use and acceptance of credit cards. 10.4.6 Manage extensions of credit to customers and vendors.
		4	10.4.1 Prepare short-term, medium-term and long-term cash budgets to determine a company's cash requirements. 10.4.2 Develop strategies to meet company's cash requirements. 10.4.3 Determine payment and collection system structure that minimizes amount of cash required to fund daily operations and associated limitations and requirements (e.g., National Automated Clearinghouse Association [NACHA]). 10.4.7 Select strategies for making and receiving international payments, loans and investments. 10.4.8 Select working capital improvement strategies (i.e., receivables, payables and inventory). 10.4.9 Use variance analysis to correct errors in forecasts and budgets.
	Capital Management	1	
		2	10.5.5 Describe the requirements for using capital market securities as a source of financing. 10.5.9 Describe factors to consider in evaluating mergers and acquisitions, restructuring opportunities and divestiture options. 10.5.10 Describe the factors to consider in establishing domestic and international tax strategies.

Strands	Outcomes	DOK	Competencies
Strategic Management		3	10.5.1 Select technique to analyze proposed capital investments based on advantages, disadvantages and available information (e.g., payback, net present value, internal rate of return). 10.5.2 Select appropriate technique to evaluate and prioritize business project funding (e.g., discounted cash flows, marginal analysis, cost-benefit analysis). 10.5.4 Explain the impact of mandatory cash levels, or reserves, established by legal or regulatory requirements, as applicable, on capital plans (e.g., legal capital, loan loss reserves, net capital reserves, statutory minimum capital, surplus requirements). 10.5.6 Identify factors impacting dividend policy, and evaluate dividend impact.
		4	10.5.3 Evaluate the impact of capital-expenditures budgets on liquidity, competitiveness, solvency and goal-setting. 10.5.7 Select a dividend policy. 10.5.8 Assess the impact of capital transactions on the cost of debt, cost of equity, cost of capital and minimum capital requirements.
	Product Development	1	
		2	
		3	
		4	10.6.1 Generate ideas for new products and services using innovation skills, creative-thinking techniques and crowdsourcing. 10.6.2 Develop decision-making criteria, and define the decision-making process that will be used to screen ideas for feasibility. 10.6.3 Research the potential costs, revenues and profits and marketing strategy of the new product or service (i.e., conduct feasibility study). 10.6.4 Consider legal restrictions and requirements impacting the sale and marketing of new products and services (e.g., non-disclosure agreements, non-compete agreements, statement-of-work, master service agreements). 10.6.5 Determine and solicit the involvement of other business functions and resources to test product ideas, and evaluate product ideas against existing portfolios and strategies. 10.6.6 Coordinate development of prototype or proof-of-concept. 10.6.7 Evaluate and apply product-development system to speed commercialization time while meeting other business objectives (e.g., stage-gate, synapse, agile). 10.6.8 Determine resources available to advance ideas to the commercialization stage in either an intrapreneurship or entrepreneurship capacity (e.g., grants, business-development agencies and incubators, partnerships, joint ventures). 10.6.9 Create a business plan. 10.6.10 Implement the initial steps to establish a business (e.g., select business structure, complete legal and regulatory filings, establish financial and tax accounts).

Webb's Depth of Knowledge Analysis

The second analysis summarizes the DOK allocation for strand using the percentage breakdown.

Strands	Number of Competencies in the Strand	Webb's DOK Levels	Percentage of DOK by Level
Business Foundations	52	1	0%
		2	56%
		3	40%
		4	4%
Business Relationships	49	1	0%
		2	14%
		3	12%
		4	74%
Business Governance	76	1	12%
		2	42%
		3	22%
		4	24%
Marketing	139	1	0%
		2	28%
		3	27%
		4	45%
Resource Management	111	1	0%
		2	15%
		3	32%
		4	53%
Operations Management	86	1	0%
		2	13%
		3	38%
		4	49%
Process Management	79	1	0%
		2	11%
		3	46%
		4	43%
Financial Analysis and Evaluation	79	1	0%
		2	19%
		3	30%
		4	51%
Strategic Management	54	1	1%
		2	15%
		3	35%
		4	49%
Totals	**726**	**1**	**1.5%**
		2	**23.0%**
		3	**31.5%**
		4	**44.0%**